
PROCUREMENT DOCUMENT

REQUEST FOR BID

NON-CONSULTING SERVICES

FOR

BEHAVIOR CHANGE AND CAPACITY DEVELOPMENT

PROGRAM

Country:	Pakistan
Project Name:	Punjab Rural Sustainable Water Supply & Sanitation Project
Implementing Agency:	Punjab Rural Municipal Services Company (PRMSC)
Loan No:	IBRD-92670
Project ID No:	P169071
Activity No.:	PK-LG& CD-526832-NC-RFB
Procurement Method:	Open Competitive Bidding (OCB) - National
Bidding Procedure:	Single Stage-Two Envelope [1S2E]
Bids' Submission Date:	12-03-2026



PUNJAB RURAL MUNICIPAL SERVICES COMPANY

[A company incorporated under Companies Act 2017]

SPECIFIC PROCUREMENT NOTICE
PUNJAB RURAL MUNICIPAL SERVICES COMPANY
REQUEST FOR BIDS
Non-Consulting Services

Date:	16-02-2026				
Loan No.	IBRD-92670	Project ID:	P169071		
Title:	Punjab Rural Sustainable Water Supply & Sanitation Project				
Activity No.	PK-LG& RFB	CD-526832-NC-	Title:	Behavior Change and Capacity Development Program	
Deadline for Submission of Bids:				12-03-2026	

This Specific Procurement Notice for Request for Bids (RFB) follows the General Procurement Notice (GPN) No. OP00126428 for this project that appeared in UN Development Business on 22nd April 2021.

Punjab Rural Municipal Services Company (PRMSC) (hereinafter referred to as "Company") is a government-owned not-for-profit company, incorporated with the Securities and Exchange Commission of Pakistan, under Section 42 of the Companies Act, 2017. The Company has been registered as a dedicated water, sanitation, and waste management service provider for rural areas of Punjab and is envisioned to be customer-oriented and responsive to the WASH needs of rural populations.

The Government of Islamic Republic of Pakistan has received financing from the World Bank towards the cost of the Punjab Rural Sustainable Water Supply and Sanitation Project (PRSWSSP) for improving service delivery standards of the rural water & sanitation system and has extended the said financing to Company. Under Component 1 viz. Sanitation and Water Supply infrastructure Development, of the Project, the Company has aimed at developing the infrastructure to help in addressing the lack of Water Supply & Sanitation Systems in 2,000 revenue villages (including the small habitations/basis in each Revenue Village) of sixteen (16) poorest and most underserved districts of Rural Punjab that underlies the low access to safely managed water and sanitation and poses threats to public health and the environment. Over 6.0 million rural residents shall be served under the said component which will be implemented in phased manner.

The Company now invites sealed Bids from eligible Bidders for Selection of Design and Implementing Partner Firm for Behavior Change and Capacity Development to be implemented in selected villages of following Districts for the period of twenty-four (24) months.

Chakwal	Kallar Kahar	60	Bahawalnagar	Bahawalnagar	238
Khushab	Noorpur Thal	87	Bahawalpur	Khairpur Tamewali	107
Mianwali	Isa Khel	64	Lodhran	Karor Pacca	102
Sargodha	Kot Moman	117	Multan	Shuja Abad	83
Bhakkar	Darya Khan	94	Muzaffargarh	Alipur	124
Chiniot	Bhowana	105	D.G.Khan	Taunsa	196
Jhang	Ahmad Pur Sial	99	Rahim Yar Khan	Liaqatpur	286
Pakpattan	Pakpattan	159	Rajanpur	Rojhan	88

The eligible bidders may obtain further information from office of the Punjab Municipal Services Company and inspect the bidding document during office hours 0900 to 1700 hours at the address given below.

Bidding will be conducted through national market approach procurement using a Request for Bids (RFB) as specified in the World Bank's "Procurement Regulations for IPF Borrowers -" *July 2016 (Revised November 2017 & August 2018)* ("Procurement Regulations") and is open to all eligible Bidders as defined in the Procurement Regulations.

The eligible Bidders may download the Bidding Document at no cost from the websites: www.lgcd.punjab.gov.pk/tenders or www.prmisc.punjab.gov.pk/tenders. Bidders opting to download the Bidding Documents from any of the aforesaid website, shall inform the Punjab Rural Municipal Services Company, in writing at the address given below failing which Company shall not be responsible if they do not receive clarifications and amendments, if any from the Company.

A **Pre-bid Meeting** shall take place on the date, time and place as follows:

Date:	02-03-2026
Time:	1200 hours. (Pakistan Standard Time)
Zoom Link	https://us06web.zoom.us/j/81437869173?pwd=be9irbggajPVgtplmhOYJU8mUmPLYW.1 Meeting ID: 814 3786 9173 Passcode: 395880
Address:	Conference Room, PRMSC, 5 th floor KD Plaza MM Alam Road, Lahore

Bids must be delivered to the address below by **March 12, 2026** at **1400 hours** (Pakistan Standard Time) which will be publicly opened in the presence of the Bidders' representatives and anyone who chooses to attend at the address given below on the due date of submission at **1430 hours** (Pakistan Standard Time). Electronic bidding is not permitted. Late Bids will be rejected.

A Bid must be accompanied by a "**Bid Security**" @ **Pak. Rs. 16,000,000/-** in the form of an unconditional bank guarantee/ CDR in favour of **Punjab Rural Municipal Services Company** by a scheduled Bank, as described in the Bidding Document.

"Attention is drawn to the Procurement Regulations requiring the Borrower to disclose information on the successful bidder's beneficial ownership, as part of the Contract Award Notice, using the Beneficial Ownership Disclosure Form as included in the bidding document."

The address referred to above is:

ASADULLAH
CHIEF EXECUTIVE OFFICER
PRMSC, 5th floor KD Plaza MM Alam Road, Lahore, Pakistan.
(OFF): +92(42) 99333613

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Part I – Bidding Procedures

Section I - Instructions to Bidders

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Section I - Instructions to Bidders

A. General

1. **Scope of Bid**
- 1.1 In connection with the Specific Procurement Notice - Request for Bids (RFB), specified in the Bid Data Sheet (BDS), the Employer, as specified in the BDS, issues this bidding document for the delivery of Non-Consulting Services, as specified in Section VII, Employer's Requirements. The name, identification and number of lots (contracts) of this RFB procurement are specified in the BDS.
- 1.2 Throughout this bidding document:
- (a) the term "in writing" means communicated in written form (e.g. by mail, e-mail, fax, including if specified in the BDS, distributed or received through the electronic-procurement system used by the Employer) with proof of receipt;
 - (b) if the context so requires, "singular" means "plural" and vice versa; and
 - (c) "Day" means calendar day, unless otherwise specified as "Business Day". A Business Day is any day that is an official working day of the Borrower. It excludes the Borrower's official public holidays;
 - (d) "ES" means environmental and social, as applicable, (including Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH));
 - (e) "Sexual Exploitation and Abuse" "(SEA)" means the following:

Sexual Exploitation is defined as any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;

Sexual Abuse is defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.
 - (f) "Sexual Harassment" "(SH)" is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature by the Service Provider's Personnel with other Service Provider's or Employer's Personnel;

- (g) “Service Provider’s Personnel” is as defined in GCC Sub-Clause 1.1; and
- (h) “Employer’s Personnel” is as defined in GCC Sub-Clause 1.1.

A non-exhaustive list of (i) behaviors which constitute SEA and (ii) behaviors which constitute SH is attached to the Code of Conduct form in Section IV.

- 1.3 The successful Bidder will be expected to complete the performance of the Services by the Intended Completion Date provided in the BDS.
2. **Source of Funds**
- 2.1 The Borrower or Recipient (hereinafter called “Borrower”) specified in the BDS has applied for or received financing (hereinafter called “funds”) from the International Bank for Reconstruction and Development or the International Development Association (hereinafter called “the Bank”) in an amount specified in the BDS, toward the project named in the BDS. The Borrower intends to apply a portion of the funds to eligible payments under the contract for which this bidding document is issued.
 - 2.2 Payment by the Bank will be made only at the request of the Borrower and upon approval by the Bank in accordance with the terms and conditions of the Loan (or other financing) Agreement. The Loan (or other financing) Agreement prohibits a withdrawal from the loan account for the purpose of any payment to persons or entities, or for any import of goods, equipment or materials if such payment or import is prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations. No party other than the Borrower shall derive any rights from the Loan (or other financing) Agreement or have any claim to the proceeds of the Loan (or other financing).
3. **Fraud and Corruption**
- 3.1 The Bank requires compliance with the Bank’s Anti-Corruption Guidelines and its prevailing sanctions policies and procedures as set forth in the WBG’s Sanctions Framework, as set forth in Section VI.
 - 3.2 In further pursuance of this policy, Bidders shall permit and shall cause their agents (where declared or not), subcontractors, subconsultants, service providers, suppliers, and personnel, to permit the Bank to inspect all accounts, records and other documents relating to any initial selection process, prequalification process, bid submission, proposal submission and contract performance (in the case of award), and to have them audited by auditors appointed by the Bank.

4. Eligible Bidders

- 4.1 A Bidder may be a firm that is a private entity, a state-owned entity or institution subject to ITB 4.6, or any combination of such entities in the form of a Joint Venture (JV) under an existing agreement or with the intent to enter into such an agreement supported by a letter of intent. In the case of a joint venture, all members shall be jointly and severally liable for the execution of the entire Contract in accordance with the Contract terms. The JV shall nominate a Representative who shall have the authority to conduct all business for and on behalf of any and all the members of the JV during the Bidding process and, in the event the JV is awarded the Contract, during contract execution. Unless specified in the BDS, there is no limit on the number of members in a JV.
- 4.2 A Bidder shall not have a conflict of interest. Any Bidder found to have a conflict of interest shall be disqualified. A Bidder may be considered to have a conflict of interest for the purpose of this Bidding process, if the Bidder:
- (a) directly or indirectly controls, is controlled by or is under common control with another Bidder; or
 - (b) receives or has received any direct or indirect subsidy from another Bidder; or
 - (c) has the same legal representative as another Bidder; or
 - (d) has a relationship with another Bidder, directly or through common third parties, that puts it in a position to influence the Bid of another Bidder, or influence the decisions of the Employer regarding this Bidding process; or

- (e) or any of its affiliates participated as a consultant in the preparation of the Employer's Requirements (including Activities Schedules, Performance Specifications and Drawings) for the Non-Consulting Services that are the subject of the Bid; or
 - (f) or any of its affiliates has been hired (or is proposed to be hired) by the Employer or Borrower for the Contract implementation; or
 - (g) would be providing goods, works, or non-consulting services resulting from or directly related to consulting services for the preparation or implementation of the project specified in the BDS ITB 2.1 that it provided or were provided by any affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm; or
 - (h) has a close business or family relationship with a professional staff of the Borrower (or of the project implementing agency, or of a recipient of a part of the loan) who: (i) are directly or indirectly involved in the preparation of the bidding document or specifications of the contract, and/or the Bid evaluation process of such contract; or (ii) would be involved in the implementation or supervision of such contract unless the conflict stemming from such relationship has been resolved in a manner acceptable to the Bank throughout the procurement process and execution of the Contract.
- 4.3 A firm that is a Bidder (either individually or as a JV member) shall not participate in more than one Bid, except for permitted alternative Bids. This includes participation as a subcontractor. Such participation shall result in the disqualification of all Bids in which the firm is involved. A firm that is not a Bidder or a JV member, may participate as a sub-contractor in more than one Bid.
- 4.4 A Bidder may have the nationality of any country, subject to the restrictions pursuant to ITB 4.8. A Bidder shall be deemed to have the nationality of a country if the Bidder is constituted, incorporated or registered in and operates in conformity with the provisions of the laws of that country, as evidenced by its articles of incorporation (or equivalent documents of constitution or association) and its registration documents, as the case may be. This criterion also shall apply to the determination of the nationality of proposed subcontractors or subconsultants for any part of the Contract including related Services.
- 4.5 A Bidder that has been sanctioned by the Bank, pursuant to the Bank's Anti-Corruption Guidelines, and in accordance with its prevailing sanctions policies and procedures as set forth in the WBG's Sanctions Framework as described in Section VI paragraph

2.2 d., shall be ineligible to be prequalified for, initially selected for, bid for, propose for, or be awarded a Bank-financed contract or benefit from a Bank-financed contract, financially or otherwise, during such period of time as the Bank shall have determined. The list of debarred firms and individuals is available at the electronic address specified in the BDS.

- 4.6 Bidders that are state-owned enterprises or institutions in the Employer's Country may be eligible to compete and be awarded a Contract(s) only if they can establish, in a manner acceptable to the Bank, that they: (i) are legally and financially autonomous; (ii) operate under commercial law; and (iii) are not under supervision of the Employer.
- 4.7 A Bidder shall not be under suspension from Bidding by the Employer as the result of the operation of a Bid-Securing Declaration or Proposal-Securing Declaration.
- 4.8 Firms and individuals may be ineligible if so indicated in Section V and (a) as a matter of law or official regulations, the Borrower's country prohibits commercial relations with that country, provided that the Bank is satisfied that such exclusion does not preclude effective competition for the supply of goods or the contracting of works or services required; or (b) by an act of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, the Borrower's country prohibits any import of goods or contracting of works or services from that country, or any payments to any country, person, or entity in that country.
- 4.9 This Bidding is open for all eligible Bidders, unless otherwise specified in ITB 18.4.
- 4.10 A Bidder shall provide such documentary evidence of eligibility satisfactory to the Employer, as the Employer shall reasonably request.
- 4.11 A firm that is under a sanction of debarment by the Borrower from being awarded a contract is eligible to participate in this procurement, unless the Bank, at the Borrower's request, is satisfied that the debarment; (a) relates to fraud or corruption, and (b) followed a judicial or administrative proceeding that afforded the firm adequate due process.
- 5. Qualification of the Bidder**
- 5.1 All Bidders shall provide in Section IV, Bidding Forms, a preliminary description of the proposed work method and schedule, including drawings and charts, as necessary.
- 5.2 In the event that prequalification of Bidders has been undertaken as stated in ITB 18.4, the provisions on qualifications of the Section III, Evaluation and Qualification Criteria shall not apply.

6. **Sections of Bidding Document**

6.1 The bidding document consists of Parts 1, 2, and 3, which include all the sections indicated below, and should be read in conjunction with any Addenda issued in accordance with ITB 9.

PART 1: Bidding Procedures

- Section I - Instructions to Bidders (ITB)
- Section II - Bid Data Sheet (BDS)
- Section III - Evaluation and Qualification Criteria
- Section IV - Bidding Forms
- Section V - Eligible Countries
- Section VI - Fraud and Corruption

PART 2: Employer's Requirements

- Section VII - Employer's Requirements

PART 3: Contract

- Section VIII - General Conditions of Contract (GCC)
- Section IX - Special Conditions of Contract (SCC)
- Section X - Contract Forms

6.2 The Specific Procurement Notice - Request for Bids (RFB) or the notice to prequalified Bidders, as the case may be issued by the Employer is not part of this bidding document.

6.3 Unless obtained directly from the Employer, the Employer is not responsible for the completeness of the document, responses to requests for clarification, the Minutes of the pre-Bid meeting (if any), or Addenda to the bidding document in accordance with ITB 9. In case of any contradiction, documents obtained directly from the Employer shall prevail.

6.4 The Bidder is expected to examine all instructions, forms, terms, and specifications in the bidding document and to furnish with its Bid all information or documentation as is required by the bidding document.

7. **Site Visit** 7.1 The Bidder, at the Bidder's own responsibility and risk, is encouraged to visit and examine the locations of required Services and its surroundings and obtain all information that may be necessary for preparing the Bid and entering into a contract for the Services. The costs of visiting the locations of required Services and its surroundings shall be at the Bidder's own expense.
8. **Clarification of Bidding Document** 8.1 A Bidder requiring any clarification of the bidding document shall contact the Employer in writing at the Employer's address specified **in the BDS**. The Employer will respond in writing to any request for clarification, provided that such request is received prior to the deadline for submission of Bids within a period specified **in the BDS**. The Employer shall forward copies of its response to all Bidders who have acquired the bidding document in accordance with ITB 6.3, including a description of the inquiry but without identifying its source. If so specified **in the BDS**, the Employer shall also promptly publish its response at the web page identified **in the BDS**. Should the clarification result in changes to the essential elements of the bidding document, the Employer shall amend the bidding document following the procedure under ITB 9 and ITB 23.2.
9. **Amendment of Bidding Document** 9.1 At any time prior to the deadline for submission of Bids, the Employer may amend the bidding document by issuing addenda.
- 9.2 Any addendum issued shall be part of the bidding document and shall be communicated in writing to all who have obtained the bidding document from the Employer in accordance with ITB 6.3. The Employer shall also promptly publish the addendum on the Employer's web page in accordance with ITB 8.1.
- 9.3 To give prospective Bidders reasonable time in which to take an addendum into account in preparing their Bids, the Employer shall extend, as necessary, the deadline for submission of Bids, in accordance with ITB 23.2 below.

B. Preparation of Bids

10. **Cost of Bidding** 10.1 The Bidder shall bear all costs associated with the preparation and submission of its Bid, and the Employer shall not be responsible or liable for those costs, regardless of the conduct or outcome of the Bidding process.
11. **Language of Bid** 11.1 The Bid as well as all correspondence and documents relating to the Bid exchanged by the Bidder and the Employer shall be written in the language specified **in the BDS**. Supporting documents and printed literature that are part of the Bid may be in another language provided they are accompanied by an accurate translation of the relevant passages into the language specified **in**

the BDS, in which case, for purposes of interpretation of the Bid, such translation shall govern.

12. **Documents
Comprising the
Bid**

12.1 The Bid shall comprise two Parts, namely the Technical Part and the Financial Part. These two Parts shall be submitted simultaneously in two separate sealed envelopes (two-envelope Bidding process). One envelope shall contain only information relating to the Technical Part and the other, only information relating to the Financial Part. These two envelopes shall be enclosed in a separate sealed outer envelope marked "ORIGINAL BID".

12.2 The Technical Part shall contain the following:

- (a) **Letter of Bid** -Technical Part, prepared in accordance with ITB 13;
- (b) **Bid Security or Bid-Securing Declaration** in accordance with ITB 20.1;
- (c) **Alternative Bid** - Technical Part:: if permissible in accordance with ITB 14, the Technical Part of any Alternative Bid;
- (d) **Authorization:** written confirmation authorizing the signatory of the Bid to commit the Bidder, in accordance with ITB 21.3;
- (e) **Qualifications:** documentary evidence in accordance with ITB 18 establishing the Bidder's qualifications to perform the Contract if its Bid is accepted;
- (f) **Bidder's Eligibility:** documentary evidence in accordance with ITB 18 establishing the Bidder's eligibility to Bid;
- (g) **Conformity:** documentary evidence in accordance with ITB 17, that the Services conform to the bidding document; and
- (h) any other document required **in the BDS**.

12.3 The Financial Part shall contain the following:

- (a) Letter of Bid – Financial Part: prepared in accordance with ITB 13 and ITB 15;
- (b) **Schedule:** Priced Activity Schedule completed in accordance with ITB 13 and ITB 15;
- (c) Alternative Bid - Financial Part: if permissible in accordance with ITB 14, the Financial Part of any Alternative Bid; and
- (d) any other document required **in the BDS**.

12.4 The Technical Part shall not include any information related to the Bid price. Where material financial information related to the Bid

- price is contained in the Technical Part the Bid shall be declared non-responsive.
- 12.5 In addition to the requirements under ITB 12.2, Bids submitted by a JV shall include in the Technical Part a copy of the Joint Venture Agreement entered into by all members. Alternatively, a letter of intent to execute a Joint Venture Agreement in the event of a successful Bid shall be signed by all members and submitted with the Bid, together with a copy of the proposed Agreement.
- 12.6 The Bidder shall furnish in the Letter of Bid- Financial Part information on commissions and gratuities, if any, paid or to be paid to agents or any other party relating to this Bid.
- 13. Letters of Bid and Priced Activity Schedule**
- 13.1 The Letter of Bid - Technical Part, Letter of Bid- Financial Part and Priced Activity Schedule shall be prepared using the relevant forms furnished in Section IV, Bidding Forms. The forms must be completed without any alterations to the text, and no substitutes shall be accepted except as provided under ITB 21.3. All blank spaces shall be filled in with the information requested.
- 14. Alternative Bids**
- 14.1 Unless otherwise indicated **in the BDS**, alternative Bids shall not be considered. If alternatives are permitted, only the technical alternatives, if any, of the Most Advantageous Bidder shall be considered by the Employer.
- 14.2 When alternative times for completion are explicitly invited, a statement to that effect will be included **in the BDS** and the method of evaluating different time schedules will be described in Section III, Evaluation and Qualification Criteria.
- 14.3 14.3 When specified **in the BDS**, Bidders are permitted to submit alternative technical solutions for specified parts of the Services, and such parts will be identified **in the BDS**, as will the method for their evaluating, and described in Section VII, Employer's Requirements.
- 15. Bid Prices and Discounts**
- 15.1 The prices and discounts (including any price reduction) quoted by the Bidder in the Letter of Bid - Financial Part and in the Priced Activity Schedule(s) shall conform to the requirements specified below.
- 15.2 All lots (contracts) and items must be listed and priced separately in the Priced Activity Schedule(s).
- 15.3 The Contract shall be for the Services, as described in Appendix A to the Contract and in the Specifications, based on the Priced Activity Schedule, submitted by the Bidder.

- 15.4 The Bidder shall quote any discounts and indicate the methodology for their application in the Letter of Bid in accordance with ITB 13.1.
- 15.5 The Bidder shall fill in rates and prices for all items of the Services described in the Specifications, and listed in the Activity Schedule in Section VII, Employer's Requirements. Items for which no rate or price is entered by the Bidder will not be paid for by the Employer when executed and shall be deemed covered by the other rates and prices in the Priced Activity Schedule.
- 15.6 All duties, taxes, and other levies payable by the Service Provider under the Contract, or for any other cause, as of the date 28 days prior to the deadline for submission of Bids, shall be included in the total Bid price submitted by the Bidder.
- 15.7 If provided for **in the BDS**, the rates and prices quoted by the Bidder shall be subject to adjustment during the performance of the Contract in accordance with and the provisions of Clause 6.6 of the General Conditions of Contract and/or Special Conditions of Contract. The Bidder shall submit with the Bid all the information required under the Special Conditions of Contract and of the General Conditions of Contract.
- 15.8 For the purpose of determining the remuneration due for additional Services, a breakdown of the lump-sum price shall be provided by the Bidder in the form of Appendices D and E to the Contract.
- 16. Currencies of Bid and Payment**
- 16.1 The currency(ies) of the Bid and the currency(ies) of payments shall be the same. The Bidder shall quote in the currency of the Employer's Country the portion of the Bid price that corresponds to expenditures incurred in the currency of the Employer's Country, unless otherwise specified **in the BDS**.
- 16.2 The Bidder may express the Bid price in any currency. If the Bidder wishes to be paid in a combination of amounts in different currencies, it may quote its price accordingly but shall use no more than three foreign currencies in addition to the currency of the Employer's Country.
- 16.3 Bidders may be required by the Employer to justify their foreign currency requirements and to substantiate that the amounts included in the Lump-sum are reasonable and responsive to ITB 16.1 and 16.2.
- 17. Documents Establishing Conformity of Services**
- 17.1 To establish the conformity of the Non-Consulting Services to the bidding document, the Bidder shall furnish as part of its Bid the documentary evidence that Services provided conform to the technical specifications and standards specified in Section VII, Employer's Requirements.

- 17.2 Standards for provision of the Non-Consulting Services are intended to be descriptive only and not restrictive. The Bidder may offer other standards of quality provided that it demonstrates, to the Employer's satisfaction, that the substitutions ensure substantial equivalence or are superior to those specified in the Section VII, Employer's Requirements.
18. **Documents**
18.1 **Establishing the Eligibility and Qualifications of the Bidder**
- 18.1 To establish Bidder's their eligibility in accordance with ITB 4, Bidders shall complete the Letter of Bid, included in Section IV, Bidding Forms.
- 18.2 The documentary evidence of the Bidder's qualifications to perform the Contract if its Bid is accepted shall establish to the Employer's satisfaction that the Bidder meets each of the qualification criterion specified in Section III, Evaluation and Qualification Criteria.
- 18.3 All Bidders shall provide in Section IV, Bidding Forms, a preliminary description of the proposed methodology, work plan and schedule.
- 18.4 In the event that prequalification of Bidders has been undertaken as stated in **the BDS**, only Bids from prequalified Bidders shall be considered for award of Contract. These qualified Bidders should submit with their Bids any information updating their original prequalification applications or, alternatively, confirm in their Bids that the originally submitted prequalification information remains essentially correct as of the date of Bid submission.
- 18.5 Any change in the structure or formation of a Bidder after being prequalified and invited to Bid, if applicable, (including, in the case of a JV, any change in the structure or formation of any member and also including any change in any specialized subcontractor whose qualifications were considered to prequalify the Applicant) shall be subject to the written approval of the Employer prior to the deadline for submission of Bids. Such approval shall be denied if (i) a Bidder proposes to associate with a disqualified Bidder or in case of a disqualified joint venture, any of its members; (ii) as a consequence of the change, the Bidder no longer substantially meets the qualification criteria; or (iii) in the opinion of the Employer, the change may result in a substantial reduction in competition. Any such change should be submitted to the Employer not later than fourteen (14) days after the date of the notice for RFB sent to the prequalified Bidders.
- 18.6 If prequalification has not taken place before Bidding, the qualification criteria for the Bidders are specified in Section III, Evaluation and Qualification Criteria.

**19. Period of
Validity of Bids**

- 19.1 Bids shall remain valid until the date specified **in the BDS** or any extended date if amended by the Employer in accordance with ITB 9. A Bid that is not valid until the date specified **in the BDS**, or any extended date if amended by the Employer in accordance with ITB 9, shall be rejected by the Employer as nonresponsive.
- 19.2 In exceptional circumstances, prior to the date of expiration of the Bid validity, the Employer may request Bidders to extend the period of validity of their Bids. The request and the responses shall be made in writing. If a Bid Security is requested in accordance with ITB 20, it shall also be extended for a corresponding period. A Bidder may refuse the request without forfeiting its Bid Security. A Bidder granting the request shall not be required or permitted to modify its Bid, except as provided in ITB 19.3.
- 19.3 If the award is delayed by a period exceeding fifty-six (56) days beyond the expiry of the initial bid validity specified in accordance with ITB 19.1, the Contract price shall be determined as follows:
- (a) in the case of fixed price contracts, the Contract price shall be the Bid price adjusted by the factor specified **in the BDS**;
 - (b) in the case of adjustable price contracts, no adjustment shall be made; or
 - (c) in any case, Bid evaluation shall be based on the Bid price without taking into consideration the applicable correction from those indicated above.

20. Bid Security

- 20.1 The Bidder shall furnish as part of the Technical Part its Bid, either a Bid-Securing Declaration or a Bid security, as specified **in the BDS**, in original form and, in the case of a Bid Security, in the amount and currency specified **in the BDS**.
- 20.2 A Bid Securing Declaration shall use the form included in Section IV, Bidding Forms.
- 20.3 If a Bid Security is specified pursuant to ITB 20.1, the Bid Security shall be a demand guarantee, and in any of the following forms at the Bidder's option:
- (a) an unconditional guarantee issued by a bank or non-bank financial institution (such as an insurance, bonding or surety company);
 - (b) an irrevocable letter of credit;
 - (c) a cashier's or certified check; or
 - (d) another security specified **in the BDS**,

from a reputable source and an eligible country. If the unconditional guarantee is issued by a non-bank financial institution located outside the Employer's Country, the issuing non-bank financial institution

shall have a correspondent financial institution located in the Employer's Country to make it enforceable, unless the Employer has agreed in writing, prior to Bid submission, that a correspondent financial institution is not required. In the case of a bank guarantee, the Bid security shall be submitted either using the Bid Security Form included in Section IV, Bidding Forms, or in another substantially similar format approved by the Employer prior to Bid submission. The Bid Security shall be valid for twenty-eight (28) days beyond the original date of expiry of the Bid validity, or beyond any extended date if requested under ITB 19.2.

- 20.4 If a Bid Security is specified pursuant to ITB 20.1, any Bid not accompanied by a substantially responsive Bid Security shall be rejected by the Employer as non-responsive.
- 20.5 If a Bid Security is specified pursuant to ITB 20.1, the Bid Security of unsuccessful Bidders shall be returned as promptly as possible upon the successful Bidder's signing the contract and furnishing the Performance Security pursuant to ITB 46.
- 20.6 The Bid Security of the successful Bidder shall be returned as promptly as possible once the successful Bidder has signed the Contract and furnished the required Performance Security.
- 20.7 The Bid Security may be forfeited:
 - (a) if a Bidder withdraws its Bid prior to the expiry date of the Bid validity specified by the Bidder on the Letter of Bid or any extended date provided by the Bidder; or
 - (b) if the successful Bidder fails to:
 - (i) sign the Contract in accordance with ITB 45; or
 - (ii) furnish a performance security in accordance with ITB 46.
- 20.8 The Bid Security or Bid-Securing Declaration of a JV must be in the name of the JV that submits the Bid. If the JV has not been legally constituted into a legally enforceable JV at the time of Bidding, the Bid security or Bid-Securing Declaration shall be in the names of all future members as named in the letter of intent referred to in ITB 4.1 and ITB 12.5.
- 20.9 If a Bid Security is not required in the BDS, pursuant to ITB 20.1, and
 - (a) if a Bidder withdraws its Bid prior to the expiry date of the Bid validity specified by the Bidder on the Letter of Bid, or any extended date provided by the Bidder; or
 - (b) if the successful Bidder fails to:

- (ii) sign the Contract in accordance with ITB 45; or
- (iii) furnish a performance security in accordance with ITB 46;

the Borrower may, if provided for **in the BDS**, declare the Bidder ineligible to be awarded a contract by the Employer for a period of time as stated **in the BDS**.

21. **Format and Signing of Bid**

- 21.1 The Bidder shall prepare the Bid, in accordance with this Instruction, ITB 12 and ITB 22.
- 21.2 Bidders shall mark as “CONFIDENTIAL” information in their Bids which is confidential to their business. This may include proprietary information, trade secrets, or commercial or financially sensitive information.
- 21.3 The original and all copies of the Bid shall be typed or written in indelible ink and shall be signed by a person or persons duly authorized to sign on behalf of the Bidder. This authorization shall consist of a written confirmation as specified **in the BDS** and shall be attached to the Bid. The name and position held by each person signing the authorization must be typed or printed below the signature. All pages of the Bid where entries or amendments have been made shall be signed or initialed by the person signing the Bid.
- 21.4 In case the Bidder is a JV, the Bid shall be signed by an authorized representative of the JV on behalf of the JV, and so as to be legally binding on all the members as evidenced by a power of attorney signed by their legally authorized representatives.
- 21.5 Any inter-lineation, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the Bid.

C. Submission of Bids

22. **Sealing and Marking of Bids**

- 22.1 The Bidder shall deliver the Bid in two separate, sealed envelopes (the Technical Part and the Financial Part). These two envelopes shall be enclosed in a separate sealed outer envelope marked “Original BID”. In addition, the Bidder shall submit copies of the Bid in the number specified **in the BDS**. Copies of the Technical Part shall be placed in a separate sealed envelope marked “COPIES: TECHNICAL PART”. Copies of the Financial Part shall be placed in a separate sealed envelope marked “COPIES: FINANCIAL PART”. The Bidder shall place both of these envelopes in a separate, sealed outer envelope marked “BID COPIES”. In the event of any discrepancy between the original and the copies, the original shall prevail.

If alternative Bids are permitted in accordance with ITB 14, the alternative Bids shall be submitted as follows: the original of the alternative Bid Technical Part shall be placed in a sealed envelope marked “ALTERNATIVE BID – TECHNICAL PART” and the Financial Part shall be placed in a sealed envelope marked “ALTERNATIVE BID – FINANCIAL PART” and these two separate sealed envelopes then enclosed within a sealed outer envelope marked “ALTERNATIVE BID – ORIGINAL”, the copies of the alternative Bid will be placed in separate sealed envelopes marked “ALTERNATIVE BID – COPIES OF TECHNICAL PART”, and “ALTERNATIVE BID – COPIES OF FINANCIAL PART” and enclosed in a separate sealed outer envelope marked “ALTERNATIVE BID - COPIES”.

- 22.2 The envelopes marked “ORIGINAL BID” and “BID COPIES” (and, if appropriate, a third envelope marked “ALTERNATIVE BID”) shall be enclosed in a separate sealed outer envelope for submission to the Employer.
- 22.3 All inner and outer envelopes shall:
- (a) bear the name and address of the Bidder;
 - (b) be addressed to the Employer in accordance with ITB 23.1;
 - (c) bear the specific identification of this Bidding process specified in accordance with BDS 1.1; and
 - (d) bear a warning not to open before the time and date for Bid opening.
- 22.4 If all envelopes are not sealed and marked as required, the Employer will assume no responsibility for the misplacement or premature opening of the Bid.
- 23. Deadline for Submission of Bids**
- 23.1 Bids must be received by the Employer at the address and no later than the date and time specified **in the BDS**. When so specified **in the BDS**, Bidders shall have the option of submitting their Bids electronically. Bidders submitting Bids electronically shall follow the electronic Bid submission procedures specified **in the BDS**.
- 23.2 The Employer may, at its discretion, extend the deadline for the submission of Bids by amending the bidding document in accordance with ITB 9, in which case all rights and obligations of the Employer and Bidders previously subject to the deadline shall thereafter be subject to the deadline as extended.
- 24. Late Bids**
- 24.1 The Employer shall not consider any Bid that arrives after the deadline for submission of Bids, in accordance with ITB 23. Any Bid received by the Employer after the deadline for submission of Bids shall be declared late, rejected, and returned unopened to the Bidder.

25. Withdrawal, Substitution and Modification of Bids

- 25.1 A Bidder may withdraw, substitute, or modify its Bid after it has been submitted by sending a written notice, duly signed by an authorized representative, and shall include a copy of the authorization (the power of attorney) in accordance with ITB 21.3, (except that withdrawal notices do not require copies). The corresponding substitution or modification of the Bid must accompany the respective written notice. All notices must be:
- (a) prepared and submitted in accordance with ITB 21 and ITB 22 (except that withdrawal notices do not require copies), and in addition, the respective envelopes shall be clearly marked “WITHDRAWAL,” “SUBSTITUTION,” or “MODIFICATION;” and
 - (b) received by the Employer prior to the deadline prescribed for submission of Bids, in accordance with ITB 23.
- 25.2 Bids requested to be withdrawn in accordance with ITB 25.1 shall be returned unopened to the Bidders.
- 25.3 No Bid may be withdrawn, substituted, or modified in the interval between the deadline for submission of Bids and the date of expiry of the Bid validity specified by the Bidder on the Letter of Bid or any extended date thereof.

D. Public Opening of Technical Parts of Bids

26. Public Bid Opening of Technical Parts of Bids

- 26.1 Except as in the cases specified in ITB 24 and ITB 25.2, the Employer shall, at the Bid opening, publicly open and read out all Bids received by the deadline at the date, time and place specified **in the BDS** in the presence of Bidders’ designated representatives and anyone who choose to attend. Any specific electronic Bid opening procedures required if electronic bidding is permitted in accordance with ITB 23.1, shall be as specified **in the BDS**.
- 26.2 First, envelopes marked “WITHDRAWAL” shall be opened and read out and the envelope with the corresponding Bid shall not be opened but returned to the Bidder. If the withdrawal envelope does not contain a copy of the “power of attorney” confirming the signature as a person duly authorized to sign on behalf of the Bidder, the corresponding Bid will be opened. No Bid withdrawal shall be permitted unless the corresponding withdrawal notice contains a valid authorization to request the withdrawal and is read out at Bid opening.
- 26.3 Next, envelopes marked “SUBSTITUTION” shall be opened and read out and exchanged with the corresponding Bid being substituted, and the substituted Bid shall not be opened, but returned to the Bidder. No Bid substitution shall be permitted unless the corresponding substitution notice contains a valid

authorization to request the substitution and is read out at Bid opening.

- 26.4 Next, envelopes marked “MODIFICATION” shall be opened and read out with the corresponding Bid. No Bid modification shall be permitted unless the corresponding modification notice contains a valid authorization to request the modification and is read out at Bid opening.
- 26.5 Next, all other envelopes marked “TECHNICAL PART” shall be opened one at a time. All envelopes marked “SECOND ENVELOPE: Financial PART” shall remain sealed and kept by the Employer in safe custody until they are opened at a later public opening, following the evaluation of the Technical Part parts of the Bids. On opening the envelopes marked “TECHNICAL PART” the Employer shall read out: the name of the Bidder, the presence or the absence of a Bid Security, or Bid-Securing Declaration, if required, and whether there is a modification; and Alternative Bid - Technical Part; and any other details as the Employer may consider appropriate.
- 26.6 Only Technical Parts of Bids and Alternative Bid - Technical Parts that are read out at Bid opening shall be considered further for evaluation. The Letter of Bid- Technical Part and the separate sealed envelope marked “SECOND ENVELOPE: FINANCIAL PART” are to be initialed by representatives of the Employer attending Bid opening in the manner specified **in the BDS**.
- 26.7 The Employer shall neither discuss the merits of any Bid nor reject any Bid (except for late Bids, in accordance with ITB 24.1).
- 26.8 The Employer shall prepare a record of the Technical Parts of Bid opening that shall include, as a minimum:
 - (a) the name of the Bidder and whether there is a withdrawal, substitution, or modification;
 - (b) the receipt of envelopes marked “SECOND ENVELOPE: FINANCIAL PART”; and
 - (c) if applicable, any alternative Bid- Technical Part;
 - (d) the presence or absence of a Bid Security or Bid-Securing Declaration, if one was required.
- 26.9 The Bidders’ representatives who are present shall be requested to sign the record. The omission of a Bidder’s signature on the record shall not invalidate the contents and effect of the record. A copy of the record shall be distributed to all Bidders.

E. Evaluation of Bids – General Provisions

- 27. Confidentiality**
- 27.1 Information relating to the evaluation of the Technical Part shall not be disclosed to Bidders or any other persons not officially concerned with the Bidding process until the notification of evaluation of the Technical Part in accordance with ITB 32. Information relating to the evaluation of Financial Part, the evaluation of combined Technical Part and Financial Part, and recommendation of contract award shall not be disclosed to Bidders or any other persons not officially concerned with the RFB process until the Notification of Intention to Award the Contract is transmitted to Bidders in accordance with ITB 41.
- 27.2 Any effort by a Bidder to influence the Employer in the evaluation or contract award decisions may result in the rejection of its Bid.
- 27.3 Notwithstanding ITB 27.2, from the time of Bid opening to the time of Contract Award, if any Bidder wishes to contact the Employer on any matter related to the Bidding process, it should do so in writing.
- 28. Clarification of Bids**
- 28.1 To assist in the examination, evaluation, and comparison of Bids, and qualification of the Bidders, the Employer may, at the Employer's discretion, ask any Bidder for clarification of its Bid including breakdowns of the prices in the Priced Activity Schedule, and other information that the Employer may require. Any clarification submitted by a Bidder in respect to its Bid and that is not in response to a request by the Employer shall not be considered. The Employer's request for clarification and the response shall be in writing. No change, including any voluntary increase or decrease, in the prices or substance of the Bid shall be sought, offered, or permitted, except to confirm the correction of arithmetic errors discovered by the Employer in the evaluation of the Bids, in accordance with ITB 34.
- 28.2 If a Bidder does not provide clarifications of its Bid by the date and time set in the Employer's request for clarification, its Bid may be rejected.
- 29. Nonmaterial Nonconformities**
- 29.1 Provided that a Bid is substantially responsive, the Employer may waive any nonmaterial nonconformities in the Bid.
- 29.2 Provided that a Bid is substantially responsive, the Employer may request that the Bidder submit the necessary information or documentation, within a reasonable period of time, to rectify nonmaterial nonconformities in the Bid related to documentation requirements. Requesting information or documentation on such nonconformities shall not be related to any aspect of the price of the

Bid. Failure of the Bidder to comply with the request may result in the rejection of its Bid.

F. Evaluation of Technical Part of Bids

30. Determination of Responsiveness, Eligibility and Qualifications

- 30.1 The Employer's determination of the Technical Part's responsiveness shall be based on the contents of the Bid itself, as specified in ITB 12.
- 30.2 Preliminary examination of the Technical Part shall be carried out to identify proposals that are incomplete, invalid or substantially nonresponsive to the requirements of the Bidding documents. A substantially responsive Bid is one that materially confirms to the requirements of the bidding document without material deviation, reservation, or omission. A material deviation, reservation, or omission is one that:
- (a) if accepted, would:
 - (i) affect in any substantial way the scope, quality, or performance of the Non-Consulting Services specified in the Contract; or
 - (ii) limit in any substantial way, inconsistent with the bidding document, the Employer's rights or the Bidder's obligations under the Contract; or
 - (b) if rectified, would unfairly affect the competitive position of other Bidders presenting substantially responsive Bids.
- 30.3 The Employer shall determine to its satisfaction whether the Bidders that have been assessed to have submitted substantially responsive Bids are eligible, and meet the qualifying criteria specified in Section III, Evaluation and Qualification Criteria.
- 30.4 The determination shall be based upon an examination of the documentary evidence of the Bidder's eligibility and qualifications submitted by the Bidder, pursuant to ITB 18. The determination shall not take into consideration the qualifications of other firms such as the Bidder's subsidiaries, parent entities, affiliates, subcontractors (other than Specialized Subcontractors if permitted in the bidding document), or any other firm.
- 30.5 Prior to Contract award, the Employer will verify that the successful Bidder (including each member of a JV) is not disqualified by the Bank due to noncompliance with contractual SEA/SH prevention and response obligations. The Employer will conduct the same verification for each subcontractor proposed by the successful Bidder. If any proposed subcontractor does not

meet the requirement, the Employer will require the Bidder to propose a replacement subcontractor.

- 30.6 Only substantially responsive bids submitted by eligible and qualified bidders shall proceed to the detailed technical evaluation specified in ITB 31.
31. **Detailed Evaluation of Technical Part**
- 31.1 The Employer's evaluation of Technical Part will be carried out as specified in Section III, Evaluation and Qualification Criteria
- 31.2 The scores to be given to technical factors and sub factors are specified **in the BDS**.

G. Notification of Evaluation of Technical Parts and Public Opening of Financial Parts

32. **Notification of Evaluation of Technical Parts and Public Opening of Financial Parts**
- 32.1 Following the completion of the evaluation of the Technical Parts of the Bids, the Employer shall notify in writing those Bidders whose Bids were considered substantially non-responsive to the bidding document or failed to meet the eligibility and qualification requirements, advising them of the following information:
- (a) the grounds on which their Technical Part of Bid failed to meet the requirements of the bidding document;
 - (b) their envelopes marked "SECOND ENVELOPE: FINANCIAL PART" will be returned to them unopened after the completion of the selection process and the signing of the Contract; and
 - (c) notify them of the date, time and location of the public opening of the envelopes marked "SECOND ENVELOPE: FINANCIAL PART".
- 32.2 The Employer shall, simultaneously, notify in writing those Bidders whose Technical Part have been evaluated as substantially responsive to the bidding document and met the eligibility and qualification requirements, advising them of the following information:
- (a) their Bid has been evaluated as substantially responsive to the bidding document and met the eligibility and qualification requirements;
 - (b) their envelope marked "SECOND ENVELOPE: FINANCIAL PART" will be opened at the public opening of the Financial Parts; and

- (c) notify them of the date, time and location of the second public opening of the envelopes marked “SECOND ENVELOPE: FINANCIAL PART” as specified **in the BDS**.
- 32.3 The opening date shall be not less than ten (10) Business Days from the date of notification of the results of the technical evaluation, specified in ITB 32.1 and 32.2. However, if the Employer receives a complaint on the results of the technical evaluation within the ten (10) Business Days, the opening date shall be subject to ITB 48.1. The Financial Part of the Bid shall be opened publicly in the presence of Bidders’ designated representatives and anyone who chooses to attend.
- 32.4 At this public opening, the Financial Parts will be opened by the Employer in the presence of Bidders, or their designated representatives and anyone else who chooses to attend. Bidders who met the eligibility and qualification requirements and whose bids were evaluated as substantially responsive will have their envelopes marked “SECOND ENVELOPE: FINANCIAL PART” opened at the second public opening. Each of these envelopes marked “SECOND ENVELOPE: FINANCIAL PART” shall be inspected to confirm that they have remained sealed and unopened. These envelopes shall then be opened by the Employer. The Employer shall read out the names of each Bidder, the technical score and the total Bid prices, per lot (contract) if applicable, including any discounts and Alternative Bid - Financial Part, and any other details as the Employer may consider appropriate.
- 32.5 Only envelopes of Financial Part of Bids, Financial Parts of Alternative Bids and discounts that are opened and read out at Bid opening shall be considered further for evaluation. The Letter of Bid – Financial Part and the Priced Activity Schedules are to be initialed by a representative of the Employer attending the Bid opening in the manner specified **in the BDS**.
- 32.6 The Employer shall neither discuss the merits of any Bid nor reject any envelopes marked “SECOND ENVELOPE: FINANCIAL PART” at this public opening.
- 32.7 The Employer shall prepare a record of the Financial Part of the Bid opening that shall include, as a minimum:
- (a) the name of the Bidder whose Financial Part was opened;
 - (b) the Bid price, per lot (contract) if applicable, including any discounts; and
 - (c) if applicable, any Alternative Bid- Financial Part.
- 32.8 The Bidders whose envelopes marked “SECOND ENVELOPE: FINANCIAL PART” have been opened or their representatives who are present shall be requested to sign the record. The omission of

a Bidder's signature on the record shall not invalidate the contents and effect of the record. A copy of the record shall be distributed to all Bidders.

H. Evaluation of Financial Part of Bids

33. **Adjustments for Nonmaterial Nonconformities** 33.1 Provided that a Bid is substantially responsive, the Employer shall rectify quantifiable nonmaterial nonconformities related to the Bid Price. To this effect, the Bid Price shall be adjusted, for comparison purposes only to reflect the price of a missing or non-conforming item or component, by adding the average price of the item or component quoted by substantially responsive Bidders. If the price of the item or component cannot be derived from the price of other substantially responsive Bids, the Employer shall use its best estimate
34. **Correction of Arithmetic Errors** 34.1 Provided that the Bid is substantially responsive, the Employer shall correct arithmetic errors on the following basis:
- (a) if there is discrepancy between the unit price and the line item total that is obtained by multiplying the unit price by the quantity, the unit price shall prevail and the line item total shall be corrected, unless in the opinion of the Employer there is an obvious misplacement of the decimal point in the unit price, in which case the line item total as quoted shall govern and the unit price shall be corrected;
 - (b) if there is an error in a total corresponding to the addition or subtraction of subtotals, the subtotals shall prevail and the total shall be corrected; and
 - (c) if there is a discrepancy between words and figures, the amount in words shall prevail, unless the amount expressed in words is related to an arithmetic error, in which case the amount in figures shall prevail subject to (a) and (b) above.
- 34.2 Bidders shall be requested to accept correction of arithmetic errors. Failure to accept the correction in accordance with ITB 34.1, shall result in the rejection of the Bid.
35. **Evaluation Process, Financial Parts** 35.1 To evaluate the Financial Part, the Employer shall consider the following:
- (a) price adjustment for correction of arithmetic errors in accordance with ITB 34.1;
 - (b) price adjustment due to discounts offered in accordance with ITB 15.4;

- (c) converting the amount resulting from applying (a) and (b) above, if relevant, to a single currency in accordance with ITB 36;
 - (d) price adjustment due to quantifiable nonmaterial nonconformities in accordance with ITB 33.1;
 - (e) excluding provisional sums and the provision, if any, for contingencies in the Priced Activity Schedule but including Daywork, when requested in the Specifications; and
 - (f) the additional evaluation factors are specified in Section III, Evaluation and Qualification Criteria.
- 35.2 If price adjustment is allowed in accordance with ITB 15.7, the estimated effect of the price adjustment provisions of the Conditions of Contract, applied over the period of execution of the Contract, shall not be taken into account in Bid evaluation.
- 35.3 If this bidding document allows Bidders to quote separate prices for different lots (contracts), each lot will be evaluated separately to determine the Most Advantageous Bid using the methodology specified in in Section III, Evaluation and Qualification Criteria. **Discounts that are conditional on the award of more than one lot or slice shall not be considered for Bid evaluation.**
- 36. Conversion to Single Currency and Margin of Preference**
- 36.1 For evaluation and comparison purposes, the currency(ies) of the Bid shall be converted into a single currency **as specified in the BDS.**
- 36.2 Margin of domestic preference shall not apply.
- 37. Abnormally Low Bids**
- 37.1 An Abnormally Low Bid is one where the Bid price, in combination with other constituent elements of the Bid, appears unreasonably low to the extent that the Bid price raises material concerns as to the capability of the Bidder to perform the Contract for the offered Bid price.
- 37.2 In the event of identification of a potentially Abnormally Low Bid, the Employer shall seek written clarifications from the Bidder, including detailed price analyses of its Bid price in relation to the subject matter of the contract, scope, proposed methodology, schedule, allocation of risks and responsibilities and any other requirements of the bidding document.
- 37.3 After evaluation of the price analyses, in the event that the Employer determines that the Bidder has failed to demonstrate its capability to perform the Contract for the offered Bid Price, the Employer shall reject the Bid.

I. Evaluation of Combined Technical and Financial Parts, Most Advantageous Bid and Notification of Intention to Award

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| 38. Evaluation of combined Technical and Financial Parts | <p>38.1 The Employer's evaluation of responsive Bids will take into account technical factors, in addition to cost factors in accordance with Section III Evaluation and Qualification Criteria. The weight to be assigned for the Technical factors and cost is specified in the BDS. The Employer will rank the Bids based on the evaluated Bid score (B).</p> <p>38.2 The Employer will determine the Most Advantageous Bid. The Most Advantageous Bid is the Bid of the Bidder that meets the Qualification Criteria and whose Bid has been determined to be substantially responsive to the Bidding document and is the Bid with the highest combined technical and financial score.</p> |
| 39. Employer's Right to Accept Any Bid, and to Reject Any or All Bids | <p>39.1 The Employer reserves the right to accept or reject any Bid, and to annul the Bidding process and reject all Bids at any time prior to Contract Award, without thereby incurring any liability to Bidders. In case of annulment, all Bids submitted and specifically, Bid securities, shall be promptly returned to the Bidders.</p> |
| 40. Standstill Period | <p>40.1 The Contract shall not be awarded earlier than the expiry of the Standstill Period. The Standstill Period shall be ten (10) Business Days unless extended in accordance with ITB 44. The Standstill Period commences the day after the date the Employer has transmitted to each Bidder the Notification of Intention to Award the Contract. Where only one Bid is submitted, or if this contract is in response to an emergency situation recognized by the Bank, the Standstill Period shall not apply</p> |
| 41. Notification of Intention to Award | <p>41.1 The Employer shall send to each Bidder (that has not already been notified that it has been unsuccessful), the Notification of Intention to Award the Contract to the successful Bidder. The Notification of Intention to Award shall contain, at a minimum, the following information:</p> <ul style="list-style-type: none"> (a) the name and address of the Bidder submitting the successful Bid; (b) the Contract price of the successful Bid; (c) the total combined score of the successful Bidder; (d) the names of all Bidders who submitted Bids, and their Bid prices as readout and as evaluated and technical scores; (e) a statement of the reason(s) the Bid (of the unsuccessful Bidder to whom the notification is addressed) was unsuccessful; |

- (f) the expiry date of the Standstill Period; and
- (g) instructions on how to request a debriefing or submit a complaint during the standstill period.

J. Award of Contract

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|----------------------------------|--|
| 42. Award Criteria | 1.1 Subject to ITB 39, the Employer shall award the Contract to the successful Bidder. This is the Bidder whose Bid has been determined to be the Most Advantageous Bid. |
| 43. Notification of Award | <p>43.1 Prior to the date of expiry of the Bid validity and upon expiry of the Standstill Period, specified in ITB 40.1, or any extension thereof, and, upon satisfactorily addressing any complaint that has been filed within the Standstill Period, the Employer shall notify the successful Bidder, in writing, that its Bid has been accepted. The notification of award (hereinafter and in the Conditions of Contract and Contract Forms called the “Letter of Acceptance”) shall specify the sum that the Employer will pay the Service Provider in consideration of the execution of the Contract (hereinafter and in the Conditions of Contract and Contract Forms called “the Contract Price”).</p> <p>43.2 Within ten (10) Business Days after the date of transmission of the Letter of Acceptance, the Employer shall publish the Contract Award Notice which shall contain, at a minimum, the following information:</p> <ul style="list-style-type: none"> (a) name and address of the Employer; (b) name and reference number of the contract being awarded, and the selection method used; (c) names of all Bidders that submitted Bids, and their Bid prices as read out at Bid opening, and as evaluated; (d) name of Bidders whose Bids were rejected and the reasons for their rejection; (e) the name of the successful Bidder, the final total contract price, the contract duration and a summary of its scope; and (f) successful Bidder’s Beneficial Ownership Disclosure Form. <p>43.3 The Contract Award Notice shall be published on the Employer’s website with free access if available, or in at least one newspaper of national circulation in the Employer’s Country, or in the official gazette. The Employer shall also publish the contract award notice in UNDB online.</p> <p>43.4 Until a formal Contract is prepared and executed, the Letter of Acceptance shall constitute a binding Contract.</p> |

- 44. Debriefing by the Employer**
- 44.1 On receipt of the Borrower's Notification of Intention to Award referred to in ITB 41, an unsuccessful Bidder has three (3) Business Days to make a written request to the Employer for a debriefing. The Employer shall provide a debriefing to all unsuccessful Bidders whose request is received within this deadline.
- 44.2 Where a request for debriefing is received within the deadline, the Employer shall provide a debriefing within five (5) Business Days, unless the Employer decides, for justifiable reasons, to provide the debriefing outside this timeframe. In that case, the standstill period shall automatically be extended until five (5) Business Days after such debriefing is provided. If more than one debriefing is so delayed, the standstill period shall not end earlier than five (5) Business Days after the last debriefing takes place. The Employer shall promptly inform, by the quickest means available, all Bidders of the extended standstill period.
- 44.3 Where a request for debriefing is received by the Employer later than the three (3)-Business Day deadline, the Employer should provide the debriefing as soon as practicable, and normally no later than fifteen (15) Business Days from the date of publication of Public Notice of Award of contract. Requests for debriefing received outside the three (3)-day deadline shall not lead to extension of the standstill period.
- 44.4 Debriefings of unsuccessful Bidders may be done in writing or verbally. The Bidder shall bear their own costs of attending such a debriefing meeting.
- 45. Signing of Contract**
- 45.1 The Employer shall send to the successful Bidder the Letter of Acceptance including the Contract Agreement, and a request to submit the Beneficial Ownership Disclosure Form providing additional information on its beneficial ownership. The Beneficial Ownership Disclosure Form shall be submitted within eight (8) Business Days of receiving this request.
- 45.2 The successful Bidder shall sign, date and return to the Employer, the Contract Agreement within twenty-eight (28) days of its receipt.
- 46. Performance Security**
- 46.1 Within twenty-eight (28) days of the receipt of the Letter of Acceptance from the Employer, the successful Bidder, if required, shall furnish the Performance Security in accordance with the GCC 3.9, using for that purpose the Performance Security Form included in Section X, Contract Forms, or another Form acceptable to the Employer. If the Performance Security furnished by the successful Bidder is in the form of a bond, it shall be issued by a bonding or insurance company that has been determined by the successful Bidder to be acceptable to the Employer. A foreign institution providing a bond shall have a correspondent financial institution

- located in the Employer's Country, unless the Employer has agreed in writing that a correspondent financial institution is not required.
- 46.2 Failure of the successful Bidder to submit the above-mentioned Performance Security or sign the Contract shall constitute sufficient grounds for the annulment of the award and forfeiture of the Bid Security. In that event the Employer may award the Contract to the Bidder offering the next Most Advantageous Bid.
47. **Adjudicator** 47.1 The Employer proposes the person named **in the BDS** to be appointed as Adjudicator under the Contract, at an hourly fee specified **in the BDS**, plus reimbursable expenses. If the Bidder disagrees with this Bid, the Bidder should so state in the Bid. If, in the Letter of Acceptance, the Employer has not agreed on the appointment of the Adjudicator, the Adjudicator shall be appointed by the Appointing Authority designated in the Special Conditions of Contract at the request of either party.
48. **Procurement
Related
Complaint** 48.1 The procedures for making a Procurement-related Complaint are as specified in the BDS.

Section II - Bid Data Sheet (BDS)

The following specific data for the Non-Consulting Services to be procured shall complement, supplement, or amend the provisions in the Instructions to Bidders (ITB). Whenever there is a conflict, the provisions herein shall prevail over those in ITB.

ITB Reference	A. General
ITB 1.1	<p>The reference number of the Request for Bids (RFB) is: PK-LG& CD-526832-NC-RFB</p> <p>The Employer is: Punjab Rural Municipal Services Company</p> <p>The name of the RFB is Behavior Change and Capacity Development Program</p>
ITB 1.2(a)	Electronic –Procurement System: Not Applicable
ITB 1.3	The Intended Completion Date is 24 months
ITB 2.1	<p>The Borrower is: Government of Islamic Republic of Pakistan who has extended the financing of Punjab Rural Municipal Services Company</p> <p>Loan Agreement amount: US\$ 442.40 Million</p> <p>The name of the Project is: Punjab Rural Sustainable Water Supply and Sanitation Project</p>
ITB 4.1	Maximum number of members in the Joint Venture (JV) shall be: Two (02)
ITB 4.5	A list of debarred firms and individuals is available on the Bank’s external website: http://www.worldbank.org/debarr .
	B. Contents of Bidding Document
ITB 8.1	<p>For <u>Clarification of Bid purposes</u> only, the Employer’s address is:</p> <p>MR. MUHAMMAD AHSAN KHAN SR. MANAGER PROCUREMENT PRMSC, 5th floor KD Plaza MM Alam Road, Lahore, Pakistan. (Off): +92(42)- 99333613 Email: proc.prmisc@punjab.gov.pk</p> <p>Requests for clarification should be received by the Employer no later than seven (07) days before Bid Submission’s due date.</p>

	C. Preparation of Bids
ITB 11.1	<p>The language of the Bid is: English</p> <p>All correspondence exchange shall be in English language.</p> <p>Language for translation of supporting documents and printed literature is English.</p>
ITB 12.2 (h)	<p>The Bidder shall submit the following additional documents in the Technical Part of its Bid:</p> <p>Code of Conduct for Service Provider’s Personnel</p> <p>The Bidder shall submit its Code of Conduct that will apply to the Service Provider’s Personnel (as defined in GCC Sub- Clause 1.1) employed for the execution of Services (defined in GCC Sub- Clause 1.1) at the locations in the Employer’s country where the Services are required, to ensure compliance with the Service Provider’s Environmental and/or Social, as applicable, obligations under the Contract. The Bidder shall use for this purpose the Code of Conduct form provided in Section IV. No substantial modifications shall be made to this form, except that the Bidder may introduce additional requirements, including as necessary to take into account specific Contract issues/risks.</p>
ITB 14.1	Alternative Bids “ shall not be ” considered.
ITB 14.2	Alternative times for completion “ shall not be ” permitted.
ITB 14.3	Alternative technical solutions shall be permitted for the following parts of the Services: Not Applicable
ITB 15.7	The prices quoted by the Bidder “ shall not ” be subject to adjustment during the performance of the Contract.
ITB 16.1	The Bidder “ is ” required to quote in Pak. Rupees (PKR)
ITB 18.4	Prequalification “ has not ” been undertaken.
ITB 19.1	The Bid shall be valid for 120 days i.e., until: _____
ITB 19.3 (a)	The Bid price shall be adjusted by the following factor(s): Not Applicable .
ITB 20.1	A Bid Security shall be required, amounting to Pak. Rs. 16,000,000/-, in the shape of CDR/ Bank Guarantee in favor of Punjab Rural Municipal Services Company valid till 150 days from the date of opening of bids.
ITB 20.3 (d)	Other types of acceptable securities: Not Applicable
ITB 21.3	The written confirmation of Authorization to sign on behalf of the Bidder shall consist of:

	<p>A Power of Attorney authorizing the signatory to sign the Bid on behalf of the Bidder from competent authority must be provided along with the bid. If the signatory of the Bid is duly authorized by the memorandum and article of association or the constitution of the Bidder, certified copy of the relevant section of the said constitution should be provided. In case, the Bidder is a sole proprietorship/partnership firm, necessary affidavit should be provided. Otherwise, the Bid may be rejected.</p> <p>If the Bidder is an intended or existing Joint Venture, such authorization be signed by all parties and specify the authority of the named representative to sign the Bid on behalf of, and legally bind the intended or existing Joint Venture.</p> <p>If the Joint Venture has not yet been formed, also include written evidence from all proposed Joint Venture partners of their intent to enter into a Joint Venture in the event of a contract award in accordance with ITB 24.1.</p>				
	<p>D. Submission of Bids</p>				
<p>ITB 22.1</p>	<p>In addition to the original of the Bid, the number of copies is: Hard Copies One (01) & One (01) Soft Form in USB. In the event of discrepancy between Hard & Soft copies, the signed hard copy shall prevail. Submission of Soft Form in USB is compulsory.</p>				
<p>ITB 23.1</p>	<p>For <u>Bid submission purposes</u> only, the Employer’s address is:</p> <p>CHIEF EXECUTIVE OFFICER PUNJAB RURAL MUNICIPAL SERVICES COMPANY PRMSC, 5th floor KD Plaza MM Alam Road, Lahore, Pakistan. (Off): +92(42)- 99333613 Email: proc.prmisc@punjab.gov.pk</p>				
<p>ITB 23.1</p>	<p>The deadline for Bid submission is:</p> <table border="1" data-bbox="399 1325 1393 1360"> <tr> <td>Date:</td> <td>March 12, 2026</td> <td>Time:</td> <td>1400 hours</td> </tr> </table> <p>Bidders “shall not” have the option of submitting their Bids electronically.</p>	Date:	March 12, 2026	Time:	1400 hours
Date:	March 12, 2026	Time:	1400 hours		
<p>E. Public Opening of Technical Parts of Bids</p>					
<p>ITB 26.1</p>	<p>The Bid opening shall take place at:</p> <p>CHIEF EXECUTIVE OFFICER PUNJAB RURAL MUNICIPAL SERVICES COMPANY PRMSC, 5th floor KD Plaza MM Alam Road, Lahore, Pakistan. (Off): +92(42)- 99333613 Email: proc.prmisc@punjab.gov.pk</p> <table border="1" data-bbox="399 1776 1393 1812"> <tr> <td>Date:</td> <td>March 12, 2026</td> <td>Time:</td> <td>1430 hours</td> </tr> </table>	Date:	March 12, 2026	Time:	1430 hours
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ITB 26.1	The electronic Bid opening procedures shall be: Not Applicable																							
ITB 26.6	The Letter of Bid – Technical Part and the sealed envelope marked “SECOND ENVELOPE: FINANCIAL PART” shall be initialed by at least two authorized representatives of the Employer conducting Bid opening.																							
G. Evaluation of Technical Part of Bids																								
ITB 31.2	<p>The weighting to be given for Rated Criteria, including technical and non-price factors, is: 70%.</p> <p>The technical factors (and sub-factors if any), which for purposes of this document carry the same meaning as Rated Criteria, and the corresponding weight out of 100% are :</p> <table border="1" data-bbox="399 716 1391 1892"> <thead> <tr> <th data-bbox="399 716 630 789">Category</th> <th data-bbox="630 716 857 789">Sub-Criterion</th> <th data-bbox="857 716 1263 789">Description / Evidence Requirements</th> <th data-bbox="1263 716 1391 789">Weight (%)</th> </tr> </thead> <tbody> <tr> <td data-bbox="399 789 630 1486" rowspan="3">1. Responsiveness to TORs & Methodology</td> <td data-bbox="630 789 857 974">Understanding of Assignment</td> <td data-bbox="857 789 1263 974">Clear understanding of PRMSC’s objectives, project components, and key issues; identification of risks and mitigation measures.</td> <td data-bbox="1263 789 1391 974">10</td> </tr> <tr> <td data-bbox="630 974 857 1304">Proposed Approach & Methodology</td> <td data-bbox="857 974 1263 1304">Soundness of approach for BCC Strategy implementation across 800+200 villages, gender inclusion, MIS integration, coordination plan, measures to increase outcome sustainability, and exit strategy.</td> <td data-bbox="1263 974 1391 1304">10</td> </tr> <tr> <td data-bbox="630 1304 857 1486">Work Plan & Implementation Schedule</td> <td data-bbox="857 1304 1263 1486">Detailed work plan with realistic timelines (Gantt chart), resource deployment, and coordination strategy with PRMSC.</td> <td data-bbox="1263 1304 1391 1486">10</td> </tr> <tr> <td data-bbox="399 1486 630 1902" rowspan="2">2. Organizational Experience & Capacity</td> <td data-bbox="630 1486 857 1816">Relevant Experience</td> <td data-bbox="857 1486 1263 1816">Experience in community mobilization at the rural village level. Experience with BCC related to WASH, maternal and child health and nutrition, environmental sustainability, including use of green infrastructure. A gender inclusive approach.</td> <td data-bbox="1263 1486 1391 1816">10</td> </tr> <tr> <td data-bbox="630 1816 857 1902">Similar Assignments</td> <td data-bbox="857 1816 1263 1902">Work with donor-funded projects (World Bank, ADB,</td> <td data-bbox="1263 1816 1391 1902">10</td> </tr> </tbody> </table>			Category	Sub-Criterion	Description / Evidence Requirements	Weight (%)	1. Responsiveness to TORs & Methodology	Understanding of Assignment	Clear understanding of PRMSC’s objectives, project components, and key issues; identification of risks and mitigation measures.	10	Proposed Approach & Methodology	Soundness of approach for BCC Strategy implementation across 800+200 villages, gender inclusion, MIS integration, coordination plan, measures to increase outcome sustainability, and exit strategy.	10	Work Plan & Implementation Schedule	Detailed work plan with realistic timelines (Gantt chart), resource deployment, and coordination strategy with PRMSC.	10	2. Organizational Experience & Capacity	Relevant Experience	Experience in community mobilization at the rural village level. Experience with BCC related to WASH, maternal and child health and nutrition, environmental sustainability, including use of green infrastructure. A gender inclusive approach.	10	Similar Assignments	Work with donor-funded projects (World Bank, ADB,	10
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			UN agencies, or other international donors in Pakistan). At least 2 assignments in the last 10 years (proof through contracts/completion certificates).	
		Institutional Capacity & Infrastructure	Availability of provincial/district offices, logistics, MIS system, vehicles, and staff capacity to manage simultaneous implementation. Or evidence of close collaboration with locally based district/tehsil partners in the last 3 years. The districts/tehsils specified should be the same as or proximate to PRSWSSP project districts/tehsils.	15
	3. Staffing and Key Personnel	Team Leader	Master's degree (preferably foreign), ≥ 15 years' experience in community development/WASH BCC; leadership and donor project experience.	5
		Behavior Change Specialist / Deputy TL	≥ 12 years in WASH BCC / gender / health communication; proven implementation and reporting experience.	5
		Training & Capacity Building Specialist	≥ 10 years in capacity building, training, or institutional strengthening; strong facilitation skills.	5
		Environmental Specialist / Horticulturist / Forestry	≥ 10 years in environmental awareness, community plantation, or environmental safeguards.	5
		Tehsil / Area Managers	≥ 10 years in awareness, community development	5
		Social Mobilizers (SM) Composition	Bachelor degree in Social Sciences with ≥ 08 years of field-level experience in community mobilization, outreach, training, etc.	10

			To determine eligibility, submission of CVs of one male and one female SM candidate for each Tehsil is mandatory.	
H. Notification of Evaluation of Technical Parts and Public Opening of Financial Parts				
ITB 32.5	The Letter of Bid – Financial Part and Priced Activity Schedule shall be initialed by at least two authorized representatives of the Employer conducting Bid opening.			
I. Evaluation of Financial Part of Bids				
ITB 36.1	N/A			
J. Evaluation of Combined Technical and Financial Parts and Most Advantageous Bid				
ITB 38.1	The weight to be given for cost is: 30% .			
K. Award of Contract				
ITB 47	The Adjudicator proposed by the Employer is Additional Secretary (Development), LG&CD Dept GOP.			
ITB 48.1	<p>The procedures for making a Procurement-related Complaint are detailed in the “<u>Procurement Regulations for IPF Borrowers</u> (Annex III).” If a Bidder wishes to make a Procurement-related Complaint, the Bidder should submit its complaint following these procedures, in writing (by the quickest means available, that is either by email or fax), to:</p> <p style="text-align: center;">PRMSC GRIEVANCES REDRESSAL MECHANISM COMMITTEE 5TH FLOOR, KD PLAZA, MM ALAM ROAD, GULBERG-III, LAHORE, PAKISTAN (OFF): +92(42)99333613</p> <p>In summary, a Procurement-related Complaint may challenge any of the following:</p> <ol style="list-style-type: none"> 1. The terms of the Bidding Documents; and 2. The Employer’s decision to award the contract. 			

Section III - Evaluation and Qualification Criteria

This section contains the criteria that the Employer shall use to evaluate Bids and qualify Bidders. No other factor methods or criteria shall be used other than specified in this bidding document. The Bidder shall provide all the information requested in the forms included in Section IV, Bidding Forms.

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1. Qualification

If the Employer has not undertaken prequalification of potential Bidders, all Bidders shall include the following information and documents with their Bids:

- (a) copies of original documents defining the constitution or legal status, place of registration, and principal place of business; written power of attorney of the signatory of the Bid to commit the Bidder;
- (b) total monetary value of Services performed for each of the last five years;
- (c) experience in Services of a similar nature and size for each of the last five years, and details of Services under way or contractually committed; and names and address of clients who may be contacted for further information on those contracts;
- (d) list of major items of equipment proposed to carry out the Contract;
- (e) qualifications and experience of key site management and technical personnel proposed for the Contract;
- (f) reports on the financial standing of the Bidder, such as profit and loss statements and auditor's reports for the past five years;
- (g) evidence of adequacy of working capital for this Contract (access to line(s) of credit and availability of other financial resources);
- (h) authority to the Employer to seek references from the Bidder's bankers;
- (i) information regarding any litigation, current or during the last five years, in which the Bidder is involved, the parties concerned, and disputed amount;
- (j) proposals for subcontracting components of the Services amounting to more than 10 percent of the Contract Price;
- (k) if required by the Employer, Environmental and Social (ES) past performance declaration (see below at the end of this section); and
- (l) Bidders shall include with their bids the Sexual Exploitation and Abuse (SEA) and/or Sexual Harassment Performance Declaration, using the form in Section IV.

Bids submitted by a joint venture of two or more firms as members shall comply with the following requirements, unless otherwise stated **below**:

- (a) the Bid shall include all the information listed above for each joint venture member;
- (b) the Bid shall be signed so as to be legally binding on all members;

- (c) the Bid shall include a copy of the agreement entered into by the joint venture members defining the division of assignments to each member and establishing that all members shall be jointly and severally liable for the execution of the Contract in accordance with the Contract terms; alternatively, a Letter of Intent to execute a joint venture agreement in the event of a successful Bid shall be signed by all members and submitted with the Bid, together with a copy of the proposed agreement;
- (d) one of the members shall be nominated as being in charge, authorized to incur liabilities, and receive instructions for and on behalf of any and all members of the joint venture; and
- (e) the execution of the entire Contract, including payment, shall be done exclusively with the member in charge.

To qualify for award of the Contract, Bidders shall meet the following minimum qualifying criteria:

- (a) Legally registered with concerned registration authority for doing business,
- (b) **General Experience:** At least 10 years' of experience in training, capacity building and mobilization of rural communities, including building grass root institutions at the village level, as well as experience in implementing behavior change messaging related to WASH, environmental sustainability and maternal and child health. For a joint venture, this requirement shall be met by each member.
- (c) **Specific Experience:** Experience of at least two assignments of a nature and complexity equivalent to the Services required under this proposal over the last 10 years. If parallel assignments similar to one that is being procured were/are being undertaken through more than one service contract with the same Client, the cumulative experience and financial value of all parallel service contracts will be considered as one assignment for the purposes of this evaluation. To comply with this requirement, Services contracts cited should be at least 70 percent complete) as specified below, with a cumulative value **of Pak. Rs. 650 million.**
 - (i) Execution/Implementation of Behavior Change / Capacity Development programs/ Institutional capacity building.
 - (ii) Training and Capacity Building of community organizations and public sector staff.
- (d) **Financial Resources:** Minimum amount of liquid assets and/or credit facilities net of other contractual commitments and exclusive of any advance payments which may be made under the Contract, **of Pak. Rs. 50 million.**
- (e) **Average Annual Turnover:** Minimum average annual turnover of Pak. Rs. 400 million, calculated as total certified payments received for contracts in progress or completed, within the **last three (03) years.**

- (f) **Historical Financial Performance:** Submission of audited balance sheets, for the last three (03) years to demonstrate the current soundness of the Bidders financial position [**Current ratio = Current Assets / Current Liabilities must be >1**] and its prospective long-term profitability.
- (g) The bidder shall not be political, discriminatory, ethnic, sectarian, or exclusionary¹ in nature. An Affidavit shall be provided on Judicial Stamp Paper having worth of at least Pak. Rs. 500/-. For a joint venture, this requirement shall be met by each member,
- (h) Suitably qualified key personnel specified below and other key personnel that the Bidder considers appropriate to perform the Services

The bidder must provide the documentary evidence (copies of valid/verifiable award notifications/ contract agreements/completion or substantial completion certificates/satisfactory performance certificates) of the assignments carried out.

A consistent history of litigation or arbitration awards against the Bidder or any member of a Joint Venture may result in disqualification.

At the time of Contract award, successful Bidder (including each member of a JV) shall not be subject to disqualification by the Bank due to noncompliance with contractual SEA/SH prevention and response obligations. If any proposed subcontractor does not meet the requirement, the Employer will require the Bidder to propose a replacement subcontractor.

The figures for each of the members of a joint venture shall be added together to determine the Bidder's compliance with the minimum qualifying above criteria; however, for a joint venture to qualify the member in charge must meet at least 40 percent of those minimum criteria for an individual Bidder and other members at least 25% of the criteria. Failure to comply with this requirement will result in rejection of the joint venture's Bid.

Subcontractors' experience and resources **will not be taken** into account in determining the Bidder's compliance with the qualifying criteria, unless otherwise stated in the Qualification Requirements above.

Technical Team:

Sr. #	Description of Personnel	Qualification
1	Team Leader 01 No.	A university degree in Public Policy, Development Studies, Sociology, Economics, Public Relations, or relevant discipline ideally from a foreign institution. In general, 15 years of relevant work experience in public administration, community mobilisation, communication and advocacy, institutional development, and trainings & capacity building. Preferably, experience of working in similar projects/assignments, in similar capacity, with

¹ Biased against any particular group/class or community/gender/religion etc.

		international donors, and in organizations with comparable conditions.
2	Behavior Change Specialist/Deputy Team Leader (with a focus on WASH, Gender, and Health BCC) 01 No.	A university degree in Sociology, Psychology, Anthropology, Rural Development, Gender Studies or other relevant discipline ideally from a foreign institution. In general, 12 years of relevant work experience in design and implementation of Behavior Change and Capacity Development programs in particular among the rural and underprivileged communities. Preferably, experience of working in similar projects/assignments (related to WASH), in similar capacity, with international donors, and in organizations with comparable conditions.
3	Training and Capacity Building Specialist 01 No.	A university degree in Education, Management, Business Administration, or a relevant discipline ideally from a foreign institution. In general, 10 years of work experience in the Training & development, capacity building, institutional/organizational reforms, strategic planning, and performance management. Preferably, experience of working in similar projects/assignments, in similar capacity, with international donors, and in organizations with comparable conditions.
4	Environmental Specialist/ Horticulturist/ Forestry 01 No.	A university degree in Sociology, Psychology, Anthropology, Environmental Sciences or a relevant discipline. In general, 10 years of relevant work experience in matters related to social and environmental safeguards, community mobilization etc. Preferably, experience of working in similar projects/assignments (related to WASH), in similar capacity, with international donors, and in organizations with comparable conditions.
5	Tehsil / Area Managers 16 No's.	A university degree in Management, Business Administration, Development Studies, Public Policy, Economics or a relevant discipline. In general, 10 years of relevant work experience in project management, public administration, community mobilisation, outreach and advocacy, awareness campaigns etc. Preferably, experience of working in similar projects/assignments in similar capacity, with international donors, and in organizations with comparable conditions.
6	Social Mobilizers Composition	Bachelors degree in Social Sciences and field-level experience in community mobilization, outreach, training, etc..

Declaration: Environmental and Social (ES) past performance

The Bidder (if joint venture, each member of a joint venture) shall declare, using the form in Section IV, any contract that has been suspended or terminated and/or performance security called by an employer, in the past ten years, for reasons of breach of environmental or social (including Sexual Exploitation and Abuse) contractual obligations. The Employer may use this information to seek further information or clarifications in carrying out its due diligence.

2. Technical & Financial Evaluation Criteria's

This section outlines the Evaluation and Qualification Criteria for the selection of firms for the implementation of the Behavior Change Communication (BCC) Strategy under the Punjab Rural Sustainable Water Supply and Sanitation Project (PRSWSSP). The evaluation shall be carried out under a 70:30 ratio for Technical and Financial Proposals, respectively. Only firms scoring a minimum of 70% in the technical evaluation shall qualify for financial opening.

Technical Evaluation Criteria

Category	Sub-Criterion	Description / Evidence Requirements	Weight (%)
1. Responsiveness to TORs & Methodology	Understanding of Assignment	Clear understanding of PRMSC's objectives, project components, and key issues; identification of risks and mitigation measures.	10
	Proposed Approach & Methodology	Soundness of approach for BCC Strategy implementation across 800+200 villages, gender inclusion, MIS integration, coordination plan, measures to increase outcome sustainability, and exit strategy.	10
	Work Plan & Implementation Schedule	Detailed work plan with realistic timelines (Gantt chart), resource deployment, and coordination strategy with PRMSC.	10
2. Organizational Experience & Capacity	Relevant Experience	Experience in community mobilization at the rural village level. Experience with BCC related to WASH, maternal and child health and nutrition, environmental sustainability, including use of green infrastructure. A gender inclusive approach.	10
	Similar Assignments	Work with donor-funded projects (World Bank, ADB, UN agencies, or other international donors in Pakistan). At least 2 assignments in the last 10 years (proof through contracts/completion certificates).	10

	Institutional Capacity & Infrastructure	Availability of provincial/district offices, logistics, MIS system, vehicles, and staff capacity to manage simultaneous implementation. Or evidence of close collaboration with locally based district/tehsil partners in the last 3 years. The districts/tehsils specified should be the same as or proximate to PRSWSSP project districts/tehsils.	15
3. Staffing and Key Personnel	Team Leader	Master's degree (preferably foreign), ≥15 years' experience in community development/WASH BCC; leadership and donor project experience.	5
	Behavior Change Specialist / Deputy TL	≥12 years in WASH BCC / gender / health communication; proven implementation and reporting experience.	5
	Training & Capacity Building Specialist	≥10 years in capacity building, training, or institutional strengthening; strong facilitation skills.	5
	Environmental Specialist / Horticulturist / Forestry	≥10 years in environmental awareness, community plantation, or environmental safeguards.	5
	Tehsil / Area Managers	≥10 years in awareness, community development	5
	Social Mobilizers (SM) Composition	Adequate number of trained staff (≥50% female SMs) with bachelors degree in Social Sciences and field-level experience in community mobilization, outreach, training, etc.. To determine eligibility, submission of CVs of one male and one female SM candidate for each Tehsil is mandatory.	10

Minimum Qualifying Technical Score: 70%

Financial Evaluation Criteria

Financial proposals of only technically qualified firms ($\geq 70\%$ Technical Score) shall be opened. The lowest evaluated bid (L1) shall receive the maximum score of 40 points, and other bids shall be rated proportionally using the formula:

$$\text{Score} = (\text{Lowest Financial Bid} / \text{Bidder's Financial Bid}) \times 30$$

Final Ranking shall be based on the Combined Evaluation Criteria's:

$$\text{Final Score} = (\text{Technical Score} \times 0.7) + (\text{Financial Score} \times 0.3)$$

Technical Proposal Scoring Methodology

The Scoring Methodology of the Technical Part, in respect of assessment of above-mentioned technical factors, shall be as follows:

Score to be awarded to each Technical Factor (Sj)	Description	Remarks
0	Required feature is absent; no relevant information to demonstrate how the requirement is met.	
10%	Required feature present with deficiencies such as insufficient or information that lacks clarity	
50%	Sufficient information to demonstrate how the requirement will be met	
80%	Sufficient information to demonstrate that the requirement will be marginally exceeded	
100%	Sufficient information that significantly exceeds the requirement/bid contributes to significant value addition	

The score for each sub- factor (i) within a factor (j) will be combined with the scores of sub-factors in *the* same factor as a weighted sum to form the Factor Technical Score using the following formula:

$$S_j \equiv \sum_{i=1}^k t_{ji} * w_{ji}$$

where:

t_{ji} = the technical score for sub- factor “i” in factor “j”,

w_{ji} = the weight of sub- factor “i” in factor “j”,

k = the number of scored sub-factors in factor “j”, and

$$\sum_{i=1}^k w_{ji} = 1$$

The Factor *Technical* Scores will be combined in a weighted sum to form the total Technical Proposal Score using the following formula:

$$T \equiv \sum_{j=1}^n S_j * W_j$$

where:

- S_j = the Factor Technical Score of factor “j”,
 W_j = the weight of factor “j” as specified **in the BDS**,
 n = the number of Factors, and

$$\sum_{j=1}^n W_j = 1$$

3. Combined Evaluation

The Employer will evaluate and compare the Bids that have been determined to be substantially responsive.

An Evaluated Bid Score (B) will be calculated for each responsive Bid using the following formula, which permits a comprehensive assessment of the evaluated cost and the technical merits of each Bid:

$$B \equiv \frac{C_{low}}{C} * X * 100 + \frac{T}{T_{high}} * (1 - X) * 100$$

Where:

- C = Evaluated Bid Cost
 C_{low} = the lowest of all Evaluated Bid Costs among responsive Bids
 T = the total Technical Score awarded to the Bid
 T_{high} = the Technical Score achieved by the Bid that was scored best among all responsive Bids
 X = weight for Cost as specified **in the BDS**

The Bid with the best evaluated Bid Score (B) among responsive Bids shall be the Most Advantageous Bid provided the Bidder is qualified to perform the Contract.

Section IV- Bidding Forms

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Letter of Bid -Technical Part

INSTRUCTIONS TO BIDDERS: DELETE THIS BOX ONCE YOU HAVE COMPLETED THE DOCUMENT

The Bidder must prepare this Letter of Bid on stationery with its letterhead clearly showing the Bidder's complete name and business address.

Note: *All italicized text is to help Bidders in preparing this form.*

Date of this Bid submission: *[insert date (as day, month and year) of Bid submission]*

RFB No.: *[insert number of RFB process]*

Alternative No.: *[insert identification No if this is a Bid for an alternative]*

We, the undersigned, hereby submit our Bid, in two parts, namely:

- (a) the Technical Part, and
- (b) the Financial Part

In submitting our Bid, we make the following declarations:

To: *[insert complete name of Employer]*

- (a) **No reservations:** We have examined and have no reservations to the bidding document, including Addenda issued in accordance with ITB 9;
- (b) **Eligibility:** We meet the eligibility requirements and have no conflict of interest in accordance with ITB 4;
- (c) **Bid-Securing Declaration:** We have not been suspended nor declared ineligible by the Employer based on execution of a Bid-Securing Declaration or Proposal-Securing Declaration in the Employer's country in accordance with ITB 4.7;
- (d) **Exploitation and Abuse (SEA) and/or Sexual Harassment (SH):** *[select the appropriate option from (i) to (iii) below and delete the others].*

We *[where JV, insert: "including any of our JV members"]*, and any of our subcontractors:

- (i) *[have not been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations.]*
- (ii) *[are subject to disqualification by the Bank for non-compliance with SEA/ SH obligations.]*

- (iii) [had been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations. An arbitral award on the disqualification case has been made in our favor.]
- (e) **Conformity:** We offer to provide the Non-Consulting Services in conformity with the bidding document of the following: [*insert a brief description of the Non-Consulting Services*];
- (f) **Bid Validity Period:** Our Bid shall be valid until [*insert day, month and year in accordance with ITB 19.1*], and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
- (g) **Performance Security:** If our Bid is accepted, we commit to obtain a Performance Security in accordance with the bidding document;
- (h) **One Bid Per Bidder:** We are not submitting any other Bid(s) as an individual Bidder, and we are not participating in any other Bid(s) as a Joint Venture member or as a subcontractor, and meet the requirements of ITB 4.3, other than alternative Bids submitted in accordance with ITB 14;
- (i) **Suspension and Debarment:** We, along with any of our subcontractors, suppliers, consultants, manufacturers, or service providers for any part of the contract, are not subject to, and not controlled by any entity or individual that is subject to, a temporary suspension or a debarment imposed by the World Bank Group or a debarment imposed by the World Bank Group in accordance with the Agreement for Mutual Enforcement of Debarment Decisions between the World Bank and other development banks. Further, we are not ineligible under the Employer's Country laws or official regulations or pursuant to a decision of the United Nations Security Council;
- (j) **State-owned enterprise or institution:** [*select the appropriate option and delete the other*] [*We are not a state-owned enterprise or institution*] / [*We are a state-owned enterprise or institution but meet the requirements of ITB 4.6*];
- (k) **Binding Contract:** We understand that this Bid, together with your written acceptance thereof included in your Letter of Acceptance, shall constitute a binding contract between us, until a formal contract is prepared and executed;
- (l) **Not Bound to Accept:** We understand that you are not bound to accept the lowest evaluated cost Bid, the Most Advantageous Bid or any other Bid that you may receive; and
- (m) **Fraud and Corruption:** We hereby certify that we have taken steps to ensure that no person acting for us or on our behalf engages in any type of Fraud and Corruption.

Name of the Bidder: **[insert complete name of the Bidder]*

Name of the person duly authorized to sign the Bid on behalf of the Bidder: ***[insert complete name of person duly authorized to sign the Bid]*

Title of the person signing the Bid: *[insert complete title of the person signing the Bid]*

Signature of the person named above: *[insert signature of person whose name and capacity are shown above]*

Date signed *[insert date of signing]* **day of** *[insert month]*, *[insert year]*

*: In the case of the Bid submitted by a Joint Venture specify the name of the Joint Venture as Bidder.

** : Person signing the Bid shall have the power of attorney given by the Bidder. The power of attorney shall be attached with the Bid Schedules.

Appendix to Technical Part

The Bidder shall complete as appropriate and attach to the Letter of Bid-Technical Part, relevant documents, including the following, to demonstrate its qualifications and technical capacity to mobilize relevant resources for the contract, consistent with its proposal regarding work methods, scheduling etc., and fully in accordance with the requirements stipulated in Section VII, Employer's Requirements:

1. Bidder's qualifications;
2. Description of the Services, including demonstrating that the services will meet or exceed any specified performance requirements;
3. Method Statement;
4. Code of Conduct; and
5. Work Plan.

Bidder Information Form

[The Bidder shall fill in this Form in accordance with the instructions indicated below. No alterations to its format shall be permitted and no substitutions shall be accepted.]

Date: *[insert date (as day, month and year) of Bid submission]*

RFB No.: *[insert number of Bidding process]*

Alternative No.: *[insert identification No if this is a Bid for an alternative]*

Page _____ of _____ pages

1. Bidder's Name <i>[insert Bidder's legal name]</i>
2. In case of JV, legal name of each member : <i>[insert legal name of each member in JV]</i>
3. Bidder's actual or intended country of registration: <i>[insert actual or intended country of registration]</i>
4. Bidder's year of registration: <i>[insert Bidder's year of registration]</i>
5. Bidder's Address in country of registration: <i>[insert Bidder's legal address in country of registration]</i>
6. Bidder's Authorized Representative Information Name: <i>[insert Authorized Representative's name]</i> Address: <i>[insert Authorized Representative's Address]</i> Telephone/Fax numbers: <i>[insert Authorized Representative's telephone/fax numbers]</i> Email Address: <i>[insert Authorized Representative's email address]</i>
7. Attached are copies of original documents of <i>[check the box(es) of the attached original documents]</i> <input type="checkbox"/> Articles of Incorporation (or equivalent documents of constitution or association), and/or documents of registration of the legal entity named above, in accordance with ITB 4.4. <input type="checkbox"/> In case of JV, letter of intent to form JV or JV agreement, in accordance with ITB 4.1. <input type="checkbox"/> In case of state-owned enterprise or institution, in accordance with ITB 4.6 documents establishing: <ul style="list-style-type: none"> • Legal and financial autonomy • Operation under commercial law • Establishing that the Bidder is not under the supervision of the agency of the Employer
8. Included are the organizational chart, a list of Board of Directors, and the beneficial ownership. <i>[The successful Bidder shall provide additional information on beneficial ownership, using the Beneficial Ownership Disclosure Form.]</i>

Bidder's JV Members Information Form

[The Bidder shall fill in this Form in accordance with the instructions indicated below. The following table shall be filled in for the Bidder and for each member of a Joint Venture]].

Date: *[insert date (as day, month and year) of Bid submission]*

RFB No.: *[insert number of Bidding process]*

Alternative No.: *[insert identification No if this is a Bid for an alternative]*

Page _____ of _____ pages

1. Bidder's Name: <i>[insert Bidder's legal name]</i>
2. Bidder's JV Member's name: <i>[insert JV's Member legal name]</i>
3. Bidder's JV Member's country of registration: <i>[insert JV's Member country of registration]</i>
4. Bidder's JV Member's year of registration: <i>[insert JV's Member year of registration]</i>
5. Bidder's JV Member's legal address in country of registration: <i>[insert JV's Member legal address in country of registration]</i>
6. Bidder's JV Member's authorized representative information Name: <i>[insert name of JV's Member authorized representative]</i> Address: <i>[insert address of JV's Member authorized representative]</i> Telephone/Fax numbers: <i>[insert telephone/fax numbers of JV's Member authorized representative]</i> Email Address: <i>[insert email address of JV's Member authorized representative]</i>
7. Attached are copies of original documents of <i>[check the box(es) of the attached original documents]</i> <input type="checkbox"/> Articles of Incorporation (or equivalent documents of constitution or association), and/or registration documents of the legal entity named above, in accordance with ITB 4.4. <input type="checkbox"/> In case of a state-owned enterprise or institution, documents establishing legal and financial autonomy, operation in accordance with commercial law, and that they are not under the supervision of the Employer, in accordance with ITB 4.6.
8. Included are the organizational chart, a list of Board of Directors, and the beneficial ownership. <i>[The successful Bidder shall provide additional information on beneficial ownership for each JV member using the Beneficial Ownership Disclosure Form.]</i>

Qualification Information

1. Individual Bidders or Individual Members of Joint Ventures

- 1.1 Constitution or legal status of Bidder: *[attach copy]*
- Place of registration: *[insert]*
Principal place of business: *[insert]*
Power of attorney of signatory of Bid: *[attach]*
- 1.2 Total annual volume of Services performed in five years, in the internationally traded currency specified **in the BDS**: *[insert]*
- 1.3 Services performed as prime Service Provider on the provision of Services of a similar nature and volume over the last five years. The values should be indicated in the same currency used for Item 1.2 above. Also list details of Services under way or committed, including expected completion date.

Project name and country	Name of employer and contact person	Type of Services provided and year of completion	Value of contract
(a)			
(b)			

- 1.4 Major items of Service Provider's Equipment proposed for carrying out the Services. List all information requested below.

Item of equipment	Description, make, and age (years)	Condition (new, good, poor) and number available	Owned, leased (from whom?), or to be purchased (from whom?)
(a)			
(b)			

- 1.5 Qualifications and experience of key personnel proposed for administration and execution of the Contract. Attach biographical data. Refer to GCC Clause 4.1.

Position	Name	Years of experience (general)	Years of experience in proposed position
(a)			

(b)

1.6 Proposed subcontracts and firms involved. Refer to GCC Clause 3.5.

Sections of the Services	Value of subcontract	Subcontractor (name and address)	Experience in providing similar Services
(a)			
(b)			

1.7 Financial reports for the last five years: balance sheets, profit and loss statements, auditors' reports, etc. List below and attach copies.

1.8 Evidence of access to financial resources to meet the qualification requirements: cash in hand, lines of credit, etc. List below and attach copies of support documents. We certify/confirm that we comply with eligibility requirements as per ITB 4.

1.9 Name, address, and telephone, telex, and facsimile numbers of banks that may provide references if contacted by the Employer.

1.10 Information regarding any litigation, current or within the last five years, in which the Bidder is or has been involved.

Other party(ies)	Cause of dispute	Details of litigation award	Amount involved
(a)			
(b)			

1.11 Statement of compliance with the requirements of ITB 4.2.

1.12 Environmental and Social (ES) performance declaration, if required, and Sexual Exploitation and Abuse (SEA) and/or Sexual Harassment Performance Declaration, using the forms included in this Section IV.

1.13 Proposed Program (service work method and schedule). Descriptions, drawings, and charts, as necessary, to comply with the requirements of the bidding document.

2. Joint Ventures

2.1 The information listed in 1.1 - 1.12 above shall be provided for each member of the joint venture (and each subcontractor for the SEA/SH declaration).

2.2 The information in 1.13 above shall be provided for the joint venture.

- 2.3 Attach the power of attorney of the signatory(ies) of the Bid authorizing signature of the Bid on behalf of the joint venture.
 - 2.4 Attach the Agreement among all members of the joint venture (and which is legally binding on all members), which shows that
 - (a) all members shall be jointly and severally liable for the execution of the Contract in accordance with the Contract terms;
 - (b) one of the members will be nominated as being in charge, authorized to incur liabilities, and receive instructions for and on behalf of any and all members of the joint venture; and
 - (c) the execution of the entire Contract, including payment, shall be done exclusively with the member in charge.
- 3. Additional Requirements**
- 3.1 Bidders should provide any additional information required **in the BDS**.

Environmental and Social Performance Declaration

[Note to the Employer: Include this form if applicable in accordance with Section III]

[The following table shall be filled in for the Bidder and each member of a Joint Venture]

Bidder's Name: *[insert full name]*
 Date: *[insert day, month, year]*
 Joint Venture Member's Name: *[insert full name]*
 RFB No. and title: *[insert RFB number and title]*
 Page *[insert page number]* of *[insert total number]* pages

Environmental and Social Performance Declaration			
<input type="checkbox"/> No suspension or termination of contract: An employer has not suspended or terminated a contract and/or called the performance security for a contract for reasons related to Environmental or Social (ES) performance, in the past five years.			
<input type="checkbox"/> Declaration of suspension or termination of contract: The following contract(s) has/have been suspended or terminated and/or Performance Security called by an employer(s) for reasons related to Environmental or Social (ES) performance, in the past five years. Details are described below:			
Year	Suspended or terminated portion of contract	Contract Identification	Total Contract Amount (current value, currency, exchange rate and US\$ equivalent)
<i>[insert year]</i>	<i>[insert amount and percentage]</i>	Contract Identification: <i>[indicate complete contract name/ number, and any other identification]</i> Name of Employer: <i>[insert full name]</i> Address of Employer: <i>[insert street/city/country]</i> Reason(s) for suspension or termination: <i>[indicate main reason(s) e.g. gender-based violence; sexual exploitation or sexual abuse breaches]</i>	<i>[insert amount]</i>
<i>[insert year]</i>	<i>[insert amount and percentage]</i>	Contract Identification: <i>[indicate complete contract name/ number, and any other identification]</i> Name of Employer: <i>[insert full name]</i> Address of Employer: <i>[insert street/city/country]</i> Reason(s) for suspension or termination: <i>[indicate main reason(s)]</i>	<i>[insert amount]</i>
...	...	<i>[list all applicable contracts]</i>	...

Performance Security called by an employer(s) for reasons related to ES performance		
Year	Contract Identification	Total Contract Amount (current value, currency, exchange rate and US\$ equivalent)
<i>[insert year]</i>	Contract Identification: <i>[indicate complete contract name/ number, and any other identification]</i> Name of Employer: <i>[insert full name]</i> Address of Employer: <i>[insert street/city/country]</i> Reason(s) for calling of performance security: <i>[indicate main reason(s) e.g. gender-based violence; sexual exploitation, or sexual abuse breaches]</i>	<i>[insert amount]</i>

Sexual Exploitation and Abuse (SEA) and/or Sexual Harassment Performance Declaration

[The following table shall be filled in for the Bidder, each member of a Joint Venture and each subcontractor proposed by the Bidder]

Bidder's Name: *[insert full name]*

Date: *[insert day, month, year]*

Joint Venture Member's or Subcontractor's Name: *[insert full name]*

RFB No. and title: *[insert RFB number and title]*

Page *[insert page number]* of *[insert total number]* pages

SEA and/or SH Declaration
<p>We:</p> <p><input type="checkbox"/> (a) have not been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations</p> <p><input type="checkbox"/> (b) are subject to disqualification by the Bank for non-compliance with SEA/ SH obligations</p> <p><input type="checkbox"/> (c) had been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations. An arbitral award on the disqualification case has been made in our favor.</p>
<p><i>[If (c) above is applicable, attach evidence of an arbitral award reversing the findings on the issues underlying the disqualification.]</i></p>

Services

The Bidder shall submit documentary evidence to demonstrate that the Services to be provided will meet or exceed the technical specifications and standards specified in Section VII, Employer's Requirements, including any specified performance requirements.

Method Statement

The Bidder shall submit its method statement for the Services to be provided.

*[**Note to the Employer:** Include the following if applicable in accordance with the Bid Data Sheet 12.1 (h); modify as appropriate]*

The Bidder shall submit comprehensive and concise Environmental and Social Management Strategies and Implementation Plans (ES-MSIP) as required by ITB 12.1 (h) of the Bid Data Sheet. These strategies and plans shall describe in detail the actions, materials, equipment, management processes etc. that will be implemented by the Service Provider, and its Subcontractors.

In developing these strategies and plans, the Bidder shall have regard to the ES provisions of the contract including those as may be more fully described in the Employer's Requirements in Section VII.]

*[In addition to submitting the **required** ES Management Strategies and Implementation Plans, the Bidder shall provide its proposal to demonstrate how additional sustainable procurement requirements, if any, specified in Section VII- Employer's Requirements would be addressed. The Bidder shall also provide its proposal, if any, for exceeding the sustainable procurement requirements]*

*[**Note to the Bidder:** If required, also include proposed method statement to manage cyber security risks.]*

Code of Conduct for Service Provider's Personnel Form (ES)

Note to the Employer:

The following minimum requirements shall not be modified. The Employer may add additional requirements to address identified issues, informed by relevant environmental and social assessment.

Delete this Box prior to issuance of the bidding documents.

Note to the Bidder:

The minimum content of the Code of Conduct form as set out by the Employer shall not be substantially modified. However, the Bidder may add requirements as appropriate, including to take into account Contract-specific issues/risks.

The Bidder shall initial and submit the Code of Conduct form as part of its bid.

CODE OF CONDUCT FOR SERVICE PROVIDER'S PERSONNEL

We are the Service Provider, [enter name of Service Provider]. We have signed a contract with [enter name of Employer] for [enter description of the Services]. The Services will be carried out at [enter the locations in the Employer's country where the Services are required, as applicable]. Our contract requires us to implement measures to address *environmental and social risks* [**Note to Employer:** *depending on the nature of the contract and assessed risks, this may be replaced with social risks*], related to the Services.

This Code of Conduct is part of our measures to deal with environmental and social risks [**Note to Employer:** *depending on the nature of the contract and assessed risks, this may be replaced with social risks*] related to the Services.

All personnel that we utilize in the execution of the Services, including the staff, labor and other employees of us and each Subcontractor, and any other personnel assisting us in the execution of the Services, are referred to as Service Provider's Personnel.

This Code of Conduct identifies the behavior that we require from the Service Provider's Personnel employed for the execution of the Services at the locations in the Employer's country where the Services are provided.

Our workplace is an environment where unsafe, offensive, abusive or violent behavior will not be tolerated and where all persons should feel comfortable raising issues or concerns without fear of retaliation.

REQUIRED CONDUCT

Service Provider's Personnel employed for the execution of the Services at the locations in the Employer's country where the Services are provided shall:

1. carry out his/her duties competently and diligently;
2. comply with this Code of Conduct and all applicable laws, regulations and other requirements, including requirements to protect the health, safety and well-being of other Service Provider's Personnel and any other person;
3. maintain a safe working environment including by:
 - a. ensuring that workplaces, machinery, equipment and processes under each person's control are safe and without risk to health;
 - b. wearing required personal protective equipment;
 - c. using appropriate measures relating to chemical, physical and biological substances and agents; and
 - d. following applicable emergency operating procedures.
4. report work situations that he/she believes are not safe or healthy and remove himself/herself from a work situation which he/she reasonably believes presents an imminent and serious danger to his/her life or health;
5. treat other people with respect, and not discriminate against specific groups such as women, people with disabilities, migrant workers or children;
6. not engage in any form of sexual harassment including unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature with other Service Provider's or Employer's Personnel;
7. not engage in Sexual Exploitation, which means any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;
8. not engage in Sexual Abuse, which means the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions;
9. not engage in any form of sexual activity with individuals under the age of 18, except in case of pre-existing marriage;
10. complete relevant training courses that will be provided related to the environmental and social aspects of the Contract, including on health and safety matters, and Sexual Exploitation and Abuse, and Sexual Harassment (SH);
11. report violations of this Code of Conduct; and
12. not retaliate against any person who reports violations of this Code of Conduct, whether to us or the Employer, or who makes use of applicable grievance mechanism for Service Provider's Personnel or the project's Grievance Redress Mechanism.

RAISING CONCERNS

If any person observes behavior that he/she believes may represent a violation of this Code of Conduct, or that otherwise concerns him/her, he/she should raise the issue promptly. This can be done in either of the following ways:

1. Contact [*enter name of the individual, with relevant experience, designated by the Service provider to handle these matters*] in writing at this address [] or by telephone at [] or in person at []; or
2. Call [] to reach the Service Provider's hotline (*if any*) and leave a message.

The person's identity will be kept confidential, unless reporting of allegations is mandated by the country law. Anonymous complaints or allegations may also be submitted and will be given all due and appropriate consideration. We take seriously all reports of possible misconduct and will investigate and take appropriate action. We will provide warm referrals to service providers that may help support the person who experienced the alleged incident, as appropriate.

There will be no retaliation against any person who raises a concern in good faith about any behavior prohibited by this Code of Conduct. Such retaliation would be a violation of this Code of Conduct.

CONSEQUENCES OF VIOLATING THE CODE OF CONDUCT

Any violation of this Code of Conduct by the Service Provider's Personnel may result in serious consequences, up to and including termination and possible referral to legal authorities.

FOR SERVICE PROVIDER'S PERSONNEL:

I have received a copy of this Code of Conduct written in a language that I comprehend. I understand that if I have any questions about this Code of Conduct, I can contact [*enter name of Service Provider's contact person(s) with relevant experience*] requesting an explanation.

Name of Service Provider's Personnel: [insert name]

Signature:

Date: (day month year): _____

Countersignature of authorized representative of the Service Provider:

Signature: _____

Date: (day month year): _____

ATTACHMENT 1: Behaviors constituting SEA and behaviors constituting SH

ATTACHMENT 1 TO THE CODE OF CONDUCT FORM**BEHAVIORS CONSTITUTING SEXUAL EXPLOITATION AND ABUSE (SEA) AND
BEHAVIORS CONSTITUTING SEXUAL HARASSMENT (SH)**

The following non-exhaustive list is intended to illustrate types of prohibited behaviors.

(1) **Examples of sexual exploitation and abuse** include, but are not limited to:

- A Service Provider's Personnel tells a member of the community that he/she can get them jobs related to the work site (e.g. cooking and cleaning) in exchange for sex.
- A Service Provider's Personnel that is connecting electricity input to households says that he can connect women headed households to the grid in exchange for sex.
- A Service Provider's Personnel rapes, or otherwise sexually assaults a member of the community.
- A Service Provider's Personnel denies a person access to the locations where the Services are executed unless he/she performs a sexual favor.
- A Service Provider's Personnel tells a person applying for employment under the Contract that he/she will only hire him/her if he/she has sex with him/her.

(2) **Examples of sexual harassment in a work context**

- A Service Provider's Personnel comment on the appearance of another Service Provider's Personnel (either positive or negative) and sexual desirability.
- When a Service Provider's Personnel complains about comments made by another Service Provider's Personnel on his/her appearance, the other Service Provider's Personnel comment that he/she is "asking for it" because of how he/she dresses.
- Unwelcome touching of a Service Provider's Personnel or Employer's Personnel by another Service Provider's Personnel.
- A Service Provider's Personnel tells another Service Provider's Personnel that he/she will get him/her a salary raise, or promotion if he/she sends him/her naked photographs of himself/herself.

Work Plan

Others - Time Schedule

(to be used by Bidder when alternative Time for Completion is invited in ITB 14.2)

Form of Bid Security **(Bank Guarantee)**

[The bank shall fill in this Bank Guarantee Form in accordance with the instructions indicated.]

[Guarantor letterhead or SWIFT identifier code]

Beneficiary: *[Employer to insert its name and address]*

RFB No.: *[Employer to insert reference number for the Request for Bids]*

Alternative No.: *[Insert identification No if this is a Bid for an alternative]*

Date: *[Insert date of issue]*

BID GUARANTEE No.: *[Insert guarantee reference number]*

Guarantor: *[Insert name and address of place of issue, unless indicated in the letterhead]*

We have been informed that _____ *[insert name of the Bidder, which in the case of a joint venture shall be the name of the joint venture (whether legally constituted or prospective) or the names of all members thereof]* (hereinafter called "the Applicant") has submitted or will submit to the Beneficiary its Bid (hereinafter called "the Bid") for the execution of _____ under Request for Bids No. _____ ("the RFB").

Furthermore, we understand that, according to the Beneficiary's conditions, Bids must be supported by a Bid guarantee.

At the request of the Applicant, we, as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of _____ (_____) upon receipt by us of the Beneficiary's complying demand, supported by the Beneficiary's statement, whether in the demand itself or a separate signed document accompanying or identifying the demand, stating that either the Applicant:

- (a) has withdrawn its Bid prior to the Bid validity expiry date set forth in the Bidder's Letter of Bid, or any extended date provided by the Applicant; or
- (b) having been notified of the acceptance of its Bid by the Beneficiary prior to the expiry date of the Bid validity or any extension thereto provided by the Applicant, (i) has failed to sign the contract agreement, or (ii) has failed to furnish the performance security, in accordance with the Instructions to Bidders ("ITB") of the Beneficiary's bidding document.

This guarantee will expire: (a) if the Applicant is the successful Bidder, upon our receipt of copies of the Contract agreement signed by the Applicant and the performance security issued to the Beneficiary in relation to such Contract agreement; or (b) if the Applicant is not the successful

Bidder, upon the earlier of (i) our receipt of a copy of the Beneficiary’s notification to the Applicant of the results of the Bidding process; or (ii) twenty-eight days after the expiry date of the Bid validity.

Consequently, any demand for payment under this guarantee must be received by us at the office indicated above on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 Revision, ICC Publication No. 758.

[Signature(s)]

Note: All italicized text is for use in preparing this form and shall be deleted from the final product.

Form of Bid Security (Bid Bond)

[The Surety shall fill in this Bid Bond Form in accordance with the instructions indicated.]

BOND NO. _____

BY THIS BOND *[name of Bidder]* as Principal (hereinafter called “the Principal”), and *[name, legal title, and address of surety]*, **authorized to transact business in** *[name of country of Employer]*, as Surety (hereinafter called “the Surety”), are held and firmly bound unto *[name of Employer]* as Obligee (hereinafter called “the Employer”) in the sum of *[amount of Bond]*¹ *[amount in words]*, for the payment of which sum, well and truly to be made, we, the said Principal and Surety, bind ourselves, our successors and assigns, jointly and severally, firmly by these presents.

WHEREAS the Principal has submitted or will submit a written Bid to the Employer dated the ____ day of _____, 20__, for the supply of *[name of Contract]* (hereinafter called the “Bid”).

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION is such that if the Principal:

- (a) withdraws its Bid prior to the Bid validity expiry date set forth in the Principal’s Letter of Bid, or any extended date provided by the Principal; or
- (b) having been notified of the acceptance of its Bid by the Employer prior to the expiry date of the Bid validity or any extension thereto provided by the Principal; (i) failed to execute the Contract agreement; or (ii) has failed to furnish the Performance Security, in accordance with the Instructions to Bidders (“ITB”) of the Employer’s bidding document.

then the Surety undertakes to immediately pay to the Employer up to the above amount upon receipt of the Employer’s first written demand, without the Employer having to substantiate its demand, provided that in its demand the Employer shall state that the demand arises from the occurrence of any of the above events, specifying which event(s) has occurred.

The Surety hereby agrees that its obligation will remain in full force and effect up to and including the date 28 days after the date of expiry of the Bid validity set forth in the Principal’s Letter of Bid or any extension thereto provided by the Principal.

IN TESTIMONY WHEREOF, the Principal and the Surety have caused these presents to be executed in their respective names this ____ day of _____ 20__.

Principal: _____ Surety: _____
 Corporate Seal (where appropriate)

(Signature)
(Printed name and title)

(Signature)
(Printed name and title)

¹ The amount of the Bond shall be denominated in the currency of the Employer’s Country or the equivalent amount in a freely convertible currency.

Form of Bid-Securing Declaration

[The Bidder shall fill in this Form in accordance with the instructions indicated.]

Date: *[date (as day, month and year)]*

RFB No.: *[number of Bidding process]*

Alternative No.: *[insert identification No if this is a Bid for an alternative]*

To: *[complete name of Employer]*

We, the undersigned, declare that:

We understand that, according to your conditions, Bids must be supported by a Bid-Securing Declaration.

We accept that we will automatically be suspended from being eligible for Bidding or submitting proposals in any contract with the Employer for the period of time specified in Section II – Bid Data Sheet, if we are in breach of our obligation(s) under the Bid conditions, because we:

- (a) have withdrawn our Bid prior to the expiry date of the Bid validity specified in the Letter of Bid or any extended date provided by us; or
- (b) having been notified of the acceptance of our Bid by the Employer prior to the expiry date of the Bid validity in the Letter of Bid or any extended date provided by us, (i) fail to sign the Contract agreement; or (ii) fail or refuse to furnish the Performance Security, if required, in accordance with the ITB.

We understand this Bid Securing Declaration shall expire if we are not the successful Bidder, upon the earlier of (i) our receipt of your notification to us of the name of the successful Bidder; or (ii) twenty-eight days after the expiry date of the Bid validity.

Name of the Bidder* _____

Name of the person duly authorized to sign the Bid on behalf of the Bidder** _____

Title of the person signing the Bid _____

Signature of the person named above _____

Date signed _____ day of _____, _____

*: In the case of the Bid submitted by joint venture specify the name of the Joint Venture as Bidder

**.: Person signing the Bid shall have the power of attorney given by the Bidder attached to the Bid

[Note: In case of a Joint Venture, the Bid-Securing Declaration must be in the name of all members to the Joint Venture that submits the Bid.]

Letter of Bid - Financial Part

INSTRUCTIONS TO BIDDERS: DELETE THIS BOX ONCE YOU HAVE COMPLETED THE DOCUMENT

The Bidder must prepare this Letter of Bid on stationery with its letterhead clearly showing the Bidder's complete name and business address.

Note: All italicized text is to help Bidders in preparing this form.

Date of this Bid submission: *[insert date (as day, month and year) of Bid submission]*

Request for Bid No.: *[insert identification]*

Alternative No.: *[insert identification No if this is a Bid for an alternative]*

To: *[insert complete name of Employer]*

We, the undersigned, hereby submit the second part of our Bid, the Bid Price and Priced Activity Schedule. This accompanies the Letter of Bid- Technical Part.

In submitting our Bid, we make the following additional declarations:

- (a) **Bid Validity:** Our Bid shall be valid until *[insert day, month and year in accordance with ITB 19.1]*, and it shall remain binding upon us and may be accepted at any time on or before this date;
- (b) **Total Price:** The total price of our Bid, excluding any discounts offered in item (c) below is: *[Insert one of the options below as appropriate]*

[Option 1, in case of one lot:] Total price is: [insert the total price of the Bid in words and figures, indicating the various amounts and the respective currencies];

Or

*[Option 2, in case of multiple lots:] (a) Total price of each lot *[insert the total price of each lot in words and figures, indicating the various amounts and the respective currencies]*; and (b) Total price of all lots (sum of all lots) *[insert the total price of all lots in words and figures, indicating the various amounts and the respective currencies]*;*

- (c) **Discounts:** The discounts offered and the methodology for their application are:

(i) The discounts offered are: *[Specify in detail each discount offered]*

- (ii) The exact method of calculations to determine the net price after application of discounts is shown below: *[Specify in detail the method that shall be used to apply the discounts];*
- (d) **Commissions, gratuities and fees:** We have paid, or will pay the following commissions, gratuities, or fees with respect to the Bidding process or execution of the Contract: *[insert complete name of each Recipient, its full address, the reason for which each commission or gratuity was paid and the amount and currency of each such commission or gratuity].*

Name of Recipient	Address	Reason	Amount

(If none has been paid or is to be paid, indicate “none.”)

Name of the Bidder: **[insert complete name of the Bidder]*

Name of the person duly authorized to sign the Bid on behalf of the Bidder: *** [insert complete name of person duly authorized to sign the Bid]*

Title of the person signing the Bid: *[insert complete title of the person signing the Bid]*

Signature of the person named above: *[insert signature of person whose name and capacity are shown above]*

Date signed *[insert date of signing]* **day of** *[insert month], [insert year]*

*: In the case of the Bid submitted by a Joint Venture specify the name of the Joint Venture as Bidder.

** : Person signing the Bid shall have the power of attorney given by the Bidder. The power of attorney shall be attached with the Bid Schedules

Appendix to Financial Part

Schedule Forms

*[The Bidder shall fill in these Forms in accordance with the instructions indicated. The list of line items in column 1 of the Priced **Activity Schedules** shall coincide with the List of Non-Consulting Services specified in the Employer's Requirements.]*

Price Activity Schedule

Serial No	Description of Service	Unit	02 Years			
			QTY	Unit Rate	Freq	Budget
A	i- Project Roll out activities					
A.1.	Inception Workshop with Stakeholders including PRMSC Tehsil Office staff including BCCO (Male & Female) and TMs at Provincial Level (Field and HO and others Stakeholders 60)	Meeting	1		1	
A.2.	Fidelity Assessment (Joint Monitoring Visits)	Assessment	1		1	
A.3.	Training of Trainers on Interpersonal BCC Package - Area Managers and BCCOs (Male & Female) to cascade training for SMs at Tehsil Level (5 Day long on all 6 exposures) at Multan and Lahore	Training	1		1	
A.4.	Exposure KITS for SM's for 6 exposures	Kit	122		6	
A.5.	Review and Customisation of BCC package & Training materials for executive staff	Workshop	1		1	
	Sub-total (Design)					
B.	Implementation of the BCC (Interpersonal & Media):					
B.1.	Training of Social Mobilizer on Interpersonal Package (Roll out of ToT) First Training 106 SMs trained in 3 Trainings (Project Introduction, First Exposure & Planning) at Lahore and Multan	Orientation	3		1	
B.2.	Training of Social Mobilizer on remaining 5 exposures at Lahore and Multan	Meeting	15		1	
B.3.	Two Day Training of VO & CO on Record Keeping and GRM at Lahore and Multan	Training	169		1	
B.4.	Exposure visits to pilot villages (200 villages)	Visits			1	
B.5.	Identification and Capacity Building of Female Ambassador of Change	Household	40		1	
B.6.	Mid-term Review Meetings with 16 TMs, 32 BCCOs and 16 AMS along with Head Office	Workshop	1		1	
B.7.	Family Festival	Festival	3		1	
B.8.	Healthy Mother & Child Competition at village level	Event	1		800	
B.10.	Awareness walk within the same settlement	Event	1		800	
B.11.	Complaint Management / GRM / promotional Material	Lumpsum	800		1	
B.12.	Endline	Lumpsum	1		1	
	Sub-total (Implementation of the BCC)					

C.1	Reimbursables : Assets				
C.1.1	Laptops for Field Offices 16 AMs	Quantity	16		1
C.1.2	Establishment of Offices in all tehsils including all facilities and 1 at Lahore	Quantity	16+1		1
C.1.3	Projectors (Field Offices)	Item	53		1
C.1.4	Speakers/Megaphones (Field Offices)	Item	53		1
C.1.5	Laptops HO + 1 for Project Coordinator	Quantity	7		1
C.1.6	Nudges	Nudge	169,103		2
C.1.7	Branding for SMs and Field Staff	Item	172		1
	Sub-total (Reimbursables : Assets)				
C 2	Re-Current Cost :				
C 2.1	Vehicle Rental incl. HO	Month	76		24
C 2.2	POL incl. HO	Month	76		24
C 2.3	Office Rental for HO/ Co-workspace	Month	1		24
	Sub-total (Re-current Costs)				
	Key Experts :				
D.1.1	Team Leader	Months	1		24
D.1.2	Behavior Change Specialist/Deputy Team Leader (with a focus on WASH, Gender, and Health BCC)	Months	1		24
D.1.3	Training and Capacity Building Specialist	Months	1		24
D.1.4	Environmental Specialist/ Horticulturist/ Forestry	Months	1		24
	Sub-total				
D.2	Non-Key Staff / Field Staff :				
D.2.1	Tehsil/ Area Manager (One for each Tehsil)	Months	16		24
D.2.2	Social Mobilizer at Tehsil Level	Months	106		24
D.2.3	Admin and Finance Manager	Months	1		24
	Sub-total (Non-Key Experts & field Staff)				

Name of Bidder:

Signature:

Section V - Eligible Countries

Eligibility for the Provision of Goods, Works and Services in Bank-Financed Procurement

In reference to ITB 4.8, for the information of the Bidders, at the present time firms, goods and services from the following countries are excluded from this Bidding process:

Under ITB 4.8 (a) *[insert a list of the countries following approval by the Bank to apply the restriction or state "none"]*

Under ITB 4.8 (b) *[insert a list of the countries following approval by the Bank to apply the restriction or state "none"]*

Section VI - Fraud and Corruption

(Section VI shall not be modified)

1. Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex apply with respect to procurement under Bank Investment Project Financing operations.

2. Requirements

2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

2.2 To this end, the Bank:

a. Defines, for the purposes of this provision, the terms set forth below as follows:

- i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
- ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
- iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
- iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
- v. "obstructive practice" is:
 - (a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
 - (b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below.

b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-

contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

- c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;
- d. Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;¹ (ii) to be a nominated² sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;
- e. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bank loan, requiring (i) bidders (applicants/proposers), consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents, personnel, permit the Bank to inspect³ all accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the Bank.

¹ For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

² A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

³ Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

Part II – Employer’s Requirement

APPENDIX A

Description of Services

A. BACKGROUND

1. Pakistan's low human capital accumulation is a fundamental development challenge. A key contributing factor is the high rates of stunting and malnutrition among Pakistani children. The absence of significant investments in the treatment of drinking water and safe management of fecal waste is an important reason for the persistently high rates of stunting in rural areas. The lack of attention to quality of sanitation infrastructure and virtually no attention to fecal waste management has resulted in an unprecedented concentration of untreated fecal waste near human settlements and the consequent contamination of water and soil.

2. This contamination, coupled with poor hygiene practices and the use of inadequately treated water for drinking purposes, has exacerbated the incidence of diarrhea and environmental enteropathy in young children. The latter causes malabsorption and maldigestion of nutrients, undermining the impact of improved diets and leading to a host of growth and developmental issues that are manifested in child stunting. This challenge is especially acute in rural areas where households' abstract groundwater from shallow depths for drinking purposes. In addition to the direct pumping of contaminated groundwater, the poor quality of well construction leads to bacteriological contamination of drinking water even in cases where the underlying groundwater is clean.

3. The province of Punjab is home to over half of Pakistan's population and characterized by stark socioeconomic divides between north and south and rural and urban areas. Almost 98 percent of rural households in Punjab have access to an improved water source but continuous and treated piped water supply is rare, and most households rely on groundwater pumping that is vulnerable to contamination. Most rural households in Punjab thus rely on groundwater as their main source of water, either through public supply or private investment. Access to improved sanitation is still low across rural Punjab and fecal waste is generally not safely disposed. There is almost no public investment in the treatment of fecal waste.

4. Taking cognizance of above issues, the Government of Punjab has established the "Punjab Rural Municipal Services Company" (hereinafter referred to as "PRMSC" or "the Company") as a Company under section 42 of the Companies Act, 2017) by the Government of Punjab. The Company has been placed under the Punjab Local Government and Community Development (LG&CD) Department, Government of Punjab.

5. PRMSC is a government-owned not-for-profit-company that is committed to providing safely managed drinking water and safely managed sanitation facilities, along with comprehensive solid waste management, including recycling, composting and residual waste management. The project is currently active and will by its completion, cover 16 tehsils in rural Punjab. The goal of the company is to help ensure that rural villages in Punjab have a clean and healthy environment that can support a better quality of life. In this regard, the Company will also focus on comprehensive behavior change communication (BCC) at the household and community level, to tackle behavior related hazards to safe water, sanitation and waste, as well as behaviors that contribute to child stunting through other routes such as health care, child and mother nutrition and other environmental hazards. The BCC will also help build community understanding of the costs entailed in the provision of sustainable WASH services and thus the need for a sensible tariff.

6. The Government of Punjab, through the Government of the Islamic Republic of Pakistan, has received financing from the World Bank for supporting the above initiative in the form of the project titled “Punjab Rural Sustainable Water Supply and Sanitation Project”. PRSWSSP has four major components:

- (a) Water Supply and Sanitation Infrastructure Development
- (b) Behavior Change and Capacity Development
- (c) Service Delivery Improvement
- (d) Project Management and Monitoring

7. Its core objective is to provide equitable and sustainable access to safely managed water and sanitation in order to reduce child stunting. The project will cover 2000 revenue villages of Punjab located in 16 tehsils of 16 different districts of the province. In each tehsil all revenue villages will be covered and within each revenue village, all bastis/settlements will be fully covered. The 16 project districts and tehsils are listed below:

Table 1 List of Tehsils

Chakwal	Kallar Kahar	60	Bahawalnagar	Bahawalnagar	238
Khushab	Noorpur Thal	87	Bahawalpur	Khairpur Tamewali	107
Mianwali	Isa Khel	64	Lodhran	Karor Pacca	102
Sargodha	Kot Moman	117	Multan	Shuja Abad	83
Bhakkar	Darya Khan	94	Muzaffargarh	Alipur	124
Chiniot	Bhowana	105	D.G. Khan	Taunsa	196
Jhang	Ahmad Pur Sial	99	Rahim Yar Khan	Liaquatpur	286
Pakpattan	Pakpattan	159	Rajanpur	Rojhan	88

B. Specific Background of the Assignment

8. Global experience shows that rural communities have a very important role to play in ensuring the sustainability of WASH infrastructure investments, supporting the accountability of service delivery institutions, and monitoring community and household level indicators of success. To play this role, communities need awareness about the risks of unsafe water and sanitation, including unsafe household and community WASH practices, and clarity about the actions needed at the household and community level to ensure infrastructure sustainability as well as to realize the desired positive health, hygiene, and environmental outcomes. To empower communities in project areas to play this role, the Company needs to implement a comprehensive Behavior Change and Communications (BCC) Programme. The core issues the BCC program needs to cover and its implementation strategy are described below.

B.1 The Behaviour Change Communication Strategy and Capacity Building Plan (“BCC Strategy”)

9. Over the past two years a comprehensive and executable “Behaviour Change Communication Strategy and Capacity Building Plan” (BCC Strategy) has been developed and adopted by PRMSC. This is based on province-specific research and grounded in local cultural realities, norms, and beliefs. The Strategy focuses on enhancing the information and knowledge of village residents regarding the following:

- (i) Awareness of the health and productivity risks of unsafe water and sanitation conditions in rural villages, and the health and productivity benefits of safely managed water and sanitation services.
- (ii) The need for the provision of safely managed water and sanitation infrastructure in the village to remain sustainable, i.e., cover running, repair and replacement costs, and the role of the community in ensuring that it remains sustainable by contributing their share of the tariff for the service.
- (iii) The importance of household and community behaviors in the use of water and sanitation facilities to ensure water safety and to achieve the intended health outcomes. This is specifically about household and community behaviors related to open defecation, urinating in open areas, water storage and use practices, use of purchased ice, use of soap, hygiene conditions in and around toilets and ensuring that only permissible items are allowed in drains.
- (iv) Household and community behaviors around the care of household food animals. The key concern with household food animals is the potential interaction of infants under two with animal waste and the ingestion of animal fecal waste due to the infants touching, sucking and mouthing behaviors. This could occur through direct ingestion of fecal material in the household compound where the infants' crawls or plays or from the hands of mothers and caregivers or from the ingestion of food contaminated with fecal material due to animal handling behaviors of caregivers and household members. This is usually referred to as an issue specific to babyWASH.
- (v) Household and community health, nutrition and feeding related behaviors for mothers and infants. There is a wide range of behaviors here that are critical in conjunction with safely provided WASH services. These include the nutritional status of young women, the nutrition of pregnant and lactating mothers, their need for rest and recovery, the importance of ante-natal and post-natal health care visits, age at first pregnancy and child care and feeding practices, starting with early and exclusive breastfeeding, vaccination, well baby visits, babyWASH practices, introduction of a healthy and nutritionally diverse diet after 6 months, child care and stimulation.
- (vi) Household and community behaviors around the disposal of solid waste. Specifically, the project promotes the full separation of waste into recyclables, compostable waste and residual waste. The training and bins etc. required to do this within the household will be provided by the project. Compostable waste will be picked up from the household and taken to a central holding site for composting. Residual waste will also be picked up from the household and be taken to a central disposal site for pickup.
- (vii) The importance of safely managed and functional toilets for women and men in public health facilities, mosques and schools.
- (viii) School health & hygiene promotion and capacity development.

For details on the above, please refer to **Annex A**. The full BCC Strategy is attached as Annex **C**. Bidders are advised to read Section C in conjunction with Annex A and C to develop a comprehensive understanding of the assignment's requirement.

C. Scope of Services

10. The core objective of this assignment is to implement the BCC Strategy of the PRMSC fully in 800 Revenue Villages and selectively in 200 Revenue Villages across 16 tehsils under the PRSWSSP. The primary focus is execution of all activities under the BCC Strategy in a cohort of 800 Revenue Villages where water and sanitation infrastructure works will commence in FY2025-2026. A secondary focus is execution of selected activities in some settlements in the 200 Revenue Villages where infrastructure works are complete or ongoing. These villages were a part

of the BCC pilot between August 1, 2023 to November 30, 2025, but some small settlements could not be included at the time. PRMSC's BCC Strategy includes a package of Information, Education, and Communication (IEC) materials. The firm will utilize these materials with some modifications and augmentations based on lessons learned from the pilot phase. Some of the augmentations are described in Annex A. Other changes to the Strategy and IEC package, if required, will be mutually agreed between PRMSC and the firm.

Note: The scope of the overall BCC program is 2000 Revenue Villages. This RFB is for the first of two assignments. (A) It includes the implementation of the BCC strategy fully in 800 villages and (B) as needed in the left out settlements of the pilot 200 villages which are approximately 40 villages of selective tehsils. The remaining 1000 villages will be covered in a subsequent phase. A new procurement process will be initiated for this third phase. The phase 2 service provider will be eligible to compete for this through an open competitive bidding process. There will be a time overlap between the end of this assignment and the start of the next one.

C.1 Detailed Scope of Work: Implementation of the BCC Strategy

11. Important aspects of the implementation of the BCC Strategy are outlined below.

Section A: Implementation of BCC activities in 800 new villages:

Among 800 new villages, the BCC firm will begin with project disclosure and village initiation activities in a lot of 500 villages from all 16 project tehsils. These activities include:

- a) Field activities will commence simultaneously across all 16 project tehsils, beginning with village initiation sessions in 500 villages. In these villages, Community Organizations (COs) and Village Organizations (VOs) will be formed. Following the formation of COs and VOs, community-based sessions will start. The BCC strategy is modular, and the implementation design is sequential. It consists of 6 modules, with each module designed to be delivered in one two-three hour session. In the first phase, each module will be initiated in 500 villages across all 16 tehsils (Table 1 List of Tehsils) simultaneously and concluded at the same time so that simultaneous implementation across 16 tehsils can be maintained across the duration of the assignment. For the first 6 months, there will be a monthly BCC session in each settlement of each revenue village for 6 months, each session will cover one module. If a village has 5 settlements, there would be 5 sessions per month for 6 months for a total of 30 sessions in the village. After 6 months, BCC activities will be conducted at least every 2 months in each village for the next 6 months. If a village has 5 settlements, there would be 3 sessions over 6 months for a total of 15 sessions in the village on a sequential basis.
- b) From the 9th month, BCC activities will begin in the remaining 300 villages.¹ As in the first lot, activities will start with the formation of village organizations and village initiation and project disclosure sessions, followed by the six-module community sessions. The structure of field activities in the second lot will remain the same as in the first lot, with one modification: while the first phase allocated two months for post-exposure activities, the second phase will allocate only one month. This adjustment is feasible since the number

¹ NOTE: After completing the 1-month sessions in 500 villages, village initiation and BCC sessions will commence in 300 villages. Meanwhile, in the 500 villages, the 2nd round of sessions will continue for another 6 months, ensuring ongoing engagement and progress. This phased approach allows for a staggered implementation across the two village lots.

of Social Mobilizers (SMs) remains constant, but the coverage area in the second lot is comparatively smaller.

- c) Tehsils under the assignment are fixed, and the number of revenue villages per tehsil may vary. Out of the total 800 revenue villages, around 500 are small in size, each with approximately 150-200 households. About 100 villages are medium-sized, comprising roughly 200-350 households each, while the remaining 200 villages are considered large with over 350 households. Given the specialized nature of the assignment, it is expected that bidders possess adequate prior familiarity with the relevant demographic, geographic, and contextual conditions, and that such understanding is appropriately reflected in their technical and financial proposals.
- d) Number of villages per tehsil will vary, similarly the village population and number of settlements will also vary. The Firm is expected to staff and mobilize field teams at the tehsil level accordingly to ensure tehsils with more populated villages do not lag behind in terms of module execution timelines.
- e) BCC activities will begin with the formation of inclusive community organizations. The expectation is that settlement level COs will be organized in every settlement of a reasonable size and for very small settlements (less than 30 households), one or more settlements will be grouped for the formation of COs. COs will need to be inclusive of women and poor households. With women representing one-half of all CO members as well as one-half of all leadership positions in these organizations. Some COs could be single gender if preferred by the village but only one household member should be a CO member in the village to ensure broad participation. A village level VO will be formed using the same inclusion principles. VO members will be nominated by COs. Depending on the number of COs, each CO would nominate 1 or 2 members to the VO
- f) Once the community organizations are built and the VO has been formed, the firm will focus on the capacity building and training of VOs on their SOPs and on its functionality as an informal community-based organization.
- g) For the first 6 months, there will be a monthly BCC session in each settlement of each revenue village. Each session will cover one module. These sessions will be organized in each settlement using the CO as a locus for bringing the community out for the activity. The total number of sessions in a revenue village will depend on the number of discrete settlements and the size of individual settlements. For example, if a village has 5 settlements this would be 5 sessions per month for 6 months, for a total of 30 sessions in the village. If one settlement is very large, it may require two sessions per module. Once again, very small settlements (< 30 Households) could be grouped, if needed.
- h) The SM brought on for the project should have experience in community mobilization and aptitude to learn and transmit information effectively. Minimum acceptable qualifications (masters in social sciences) and experience of SMs are stated above. The firm's core team comprising of the key staff qualification (masters in social sciences) and experience mentioned above will be sensitized to the Project's objectives, PRMSC's BCC strategy and each module of the IEC package by PRMSC during the assignment's inception phase. Beyond this, the firm will be responsible for training of all SMs. The firm is required to hire at least 50% of female SMs as each team will comprise of one male and one female so that separate sessions for male and female participants may be conducted, where

required. According to a rough estimate, a total of at least 106 SMs are required, however, the number of SMs may be increased if required after devising a detailed tehsil level implementation plan. Yet, the minimum threshold of 106 SMs must be maintained.

- i) In each project village two resident women will be engaged by PRMSC as Ambassador of Change (AoCs). The engagement will be on stipend basis and subject to criteria developed by PRMSC. AoCs will be responsible for collecting key data for the project MIS which will require them to visit households in the village on a continuous basis, focusing on households with pregnant and lactating women and infants under age two. These women will also provide core support to the BCC campaign along with community leaders from COs and the VO. The firm will work with VOs to identify suitable candidates for AOCs and provide training to AOCs on anthropometric data collection and reinforcement of selected content related to household hygiene and maternal and neo-natal health. AoCs will be provided mobile devices (smart phones or tablets) for data collection and a monthly or quarterly honorarium by PRMSC. The firm will provide logistical support for the distribution of mobile devices and honorarium under fiduciary oversight of PRMSC.
- j) The firm will also sensitize CO and VO members so that they can monitor the state of communal hygiene and water and sanitation infrastructure maintenance, support tariff collection, and help community members address issues related to water, sanitation, solid waste and the village environment, including issues like defecation or urination, solid waste dumping, management of animals, use of untreated manure, village tree planting etc.
- k) The current BCC Strategy includes some activities that were not rolled-out during the pilot phase and therefore are untested. The firm will propose implementation plans for these and specify how they will be integrated within the existing engagement plan. These include activities such as cross-village visits, *melas*, village cleaning days, village tree planting days, village theatre, mural painting or village competitions with prizes for the top performing villages, etc. Since there are multiple villages in each Project tehsil that were completed under the pilot phase, the firm is expected to arrange exposure visits to these pilot-phase villages to show the outcomes of the project and the corresponding change it brought to those villages.
- l) This firm will conduct TOT sessions of SMs for all the 6 exposures and PRMSC Tehsil Office and Head Office staff as well.
- m) The firm will also contribute to PRMSC's development of BCC related IEC material for (i) AoC training on infant/child anthropometric data collection; (ii) composting and safe management of organic waste, including animal fecal waste; (iii) tree plantation and after-care and (iv) Capacity building of VO.

Section B: Implementation of BCC activities in 200 Pilot-phase villages:

- a) In most of the 200 pilot-phase villages (Phase I), the BCC activities have already been conducted. Yet some of villages, and in some cases several settlements of the villages remained uncovered under the previous term of the BCC campaign which are

approximately 40 villages across 16 tehsils. To cover these left out villages or settlements, the prospective BCC firm will conduct BCC sessions in these villages.

- b) In 40 revenue villages across 16 tehsils out of 200 revenue villages (pilot phase I) where no PRMSC water and sanitation investment was made during the pilot phase and no BCC activity was initiated. Water and sanitation access solutions appropriate for such settlements are being designed and will be rolled out in the coming year. During this phase II, the firm would also need to review the extent to which community organisations are functional in these villages, and the restructuring of VOs if needed, and ensure the complete BCC rollout plan of 6 exposures.

12. Submit the project activities' data on MIS including but not limited to BCC campaign in broad terms such as dates on which: BCC is initiated; AoC data of all nominated females, the VO formed; The number of COs and their member data; the VO formation date and the members of VOs; dates at which key modules are delivered to each CO etc. along with all means of verifications and checks and controls; in case of contingency/ unavailability of MIS, the firm will be required to submit district/tehsil and consolidated program progress reports on assigned tasks as per agreed schedules and deadlines,

13. The BCC Firm will work in close coordination with PRMSC. It will also engage as necessary with other consultants such as the Engineering Design & Construction Supervision (EDCS) firms, the Water & Wastewater Quality Testing Firm, the Impact evaluation firm etc. to implement the range of activities that shall be specified and agreed on in the BCC Strategy, using the IEC materials developed.

14. Pursuant to the project's design, as far as possible, BCC activities will commence before any infrastructure development begins.

15. The key outcomes of BCC implementation will be measured through agreed indicators collected as part of the project's impact evaluation as well as the project's MIS.

C.2 Monitoring & Evaluation

16. A comprehensive BCC module will be developed and integrated into the PRSWSSP MIS Dashboard by PRMSC. This dashboard will track outputs contributing to key Project indicators in the PRSWSSP Results Framework. The relevant indicators and targets are stated in the table below. The firm will be required to upload the data to this BCC module on the PRSWSSP MIS Dashboard.

17. PRMSC will track achievement of selected outcomes, which will be linked to release of an Outcome based payment, cumulatively 15% of the contract amount. This 15% will be withheld and released only upon the satisfactory achievement of predefined key performance indicators mentioned in **Annex B**, which will be assessed through primary data collection. This amount will serve as the final payment of the contract. This mechanism is intended to ensure not only the completion of activities but also the achievement of measurable behavior change outcomes at the household and community level. A set of prioritized community and household-level behaviors have been identified. Please see **Annex B** of this Section for details.

BCC related indicators in PRSWSSP Results Framework

Indicator Name	Targeted Value	Observed Value	Methodology for Data Collection
Female Ambassadors of Change trained for social influencing and behavior change in every village	70% women; 2 AoCs per village		MIS data entry by trained women
Behavior change trainings delivered in all project villages with women as the primary beneficiaries	1 million women trained		Data entered by BCC firm
Village Organizations created or strengthened to promote WASH-friendly community behaviors, led by a woman - 20% share increase compared to baseline	1 VO per Village; 50% women members; 20% women-headed		MIS data entry by trained women

C.3 Risk Assessment & Mitigation Strategy

18. Risk management is referred to as the systematic identification of potential events which may prevent or obstruct the attainment of the project objectives. It also requires the implementing agency to take measures to minimize the impact of those events. Pertinent to this, the BCC Firm will be required to incorporate risk assessment and mitigation strategies in their proposal as well as in the inception report, which shall be based on the following:

- (a) Identify potential risks
- (b) Assess the likelihood and impact of the event on achieving the project objectives,
- (c) Evaluate risk responses and adopt an appropriate mitigation measure,
- (d) Put in place policies and procedures to ensure risk mitigation measures are agreed upon and successfully implemented,
- (e) Ensure that all staff are familiar with the risks identified as well as mitigation measures and plans.

C.4 No Objection Certificate

19. Obtaining NOC from Provincial Government, Local Administration and relevant Local Security Agencies for carrying out project activities in target districts (as per phased approach). This can be crucial for the timely initiation of project activities. In this regard, the Company will facilitate the BCC Firm in terms of carrying out official correspondence with the concerned authorities. However, as the information related to physical and human resources will have to come from the BCCD Firm after their selection, therefore, timely provision of such information to the concerned authorities, as well as follow-ups for expediting the process of NOC, will be the responsibility of the BCCD Firm.

D. Overall Governance, Management and Reporting Framework

20. Other than the specific activities mentioned above, the Firm will have the following overall responsibilities in terms of governance, management and reporting framework:

- (a) Deploy adequate social mobilization and technical support capacities, establish one regional office preferably in Lahore/as mutually agreed, as well as 16 tehsil field offices to effectively deliver all assigned tasks,
- (b) Office equipment/vehicles, such as vehicles, office furniture, communications equipment, photocopying equipment, fax machines, and computers and printers, including relevant software, shall also be the responsibility of the firm,
- (c) All documents, equipment, vehicles, office furniture, software purchased for project, facilities related to the assignment are, and shall remain the property of the Company after completion of assignment for which registration and licensing should be named to the Company,
- (d) Notify dedicated male and female social mobilizers and technical support staff to be responsible for each of the targeted villages with adequate safeguards against rapid staff turnover,
- (e) Make available required mobility and appropriate equipment/items for the social mobilizers, technical and operational staff that would help in delivery of required services and in data collection,
- (f) Contribute actively to the development and validation of project implementation strategies as per the Company's operations, manuals and guidelines,
- (g) Submit a workplan and budget at the inception of the assignment,
- (h) Leverage existing social capital in the shape of relevant Community Organizations, Village Organizations, Local Support Organizations in targeting and delivery of project interventions and ensure close handholding support to Company's field offices till they reach a level of self-sustenance,
- (i) Submit at least one professionally shot and edited video for each exposure session (i.e., six videos for six exposures), capturing delivery of the sessions to the targeted participants. The firm will also provide the raw footage of these videos.
- (j) Submit professionally edited videos of one batch of each training session of SMS and PRMSC staff i.e. one recording for the training of each exposure.. The firm will also provide the raw footage of these videos.
- (k) Submit professionally captured photographs of campaign activities, suitable for use by the Communication Wing on social media and other platforms.
- (l) Mobilize the community to ensure effective coverage and preparedness for World Bank delegations, VIP visits, and activities intended for social media and mass media outreach.

- (m) Assign Head & Tehsil Offices during project's planning, coordination and review meetings. The Firm may also be required to give presentations to various government institutions including the Project Steering Committee,
- (n) Identify/notify district offices as well as an appropriate number of tehsil level offices with the appropriate number of qualified social mobilization and technical staff to undertake project activities,
- (o) Participate at the appropriate level in all Project Supervision activities including World Bank supervision missions, and
- (p) Educate target audiences on the Company's grievance redressal mechanisms (GRM) and facilitate their access to appropriate reporting channels.

E. Key Staff

21. The quality of staff, expertise, and their numbers, shall be the key factors in evaluation of the proposal. The firm may propose inputs required to execute the assignment as per the defined objectives and should propose corresponding staff requirements, in support of its proposed methodology while mindful of the budget and procurement process adopted for the outsourcing. The firm must be specialized and have capacity to carry out the required services of the proposed works. However, an indicative staff requirement with level of expertise, is given hereunder:

Technical Team:

Sr. #	Description of Personnel	Job Descriptions
Key Staff		
1	Team Leader	<ul style="list-style-type: none"> (i) Provide leadership support/oversight of project implementation including supervision of key and non-key experts, project/support staff, individual consultants, and field staff. (ii) Lead the implementation of BCC project implementation, monitoring, coordination, and evaluation strategy in line with quality and performance standards. (iii) Coordinate with the key stakeholders including the PRMSC, Local Government & Community Development (LG&CD) Department, relevant Metropolitan/Municipal Corporations, Village Councils/Organizations (VC/VO) and any other institutions or individual for activities related to the implementation of the project. (iv) Support and supervise project outcomes/activities including but not limited to, procurement management, handling of contract management issues, review of outputs, monitoring of project results and follow up on action plans and proposals. (v) Provide leadership support to prepare project reports and deliverables and make presentations as and when required under PRSWSSP.

		<ul style="list-style-type: none"> (vi) Act as an interface between the BCC project, PRMSC, and the target Tehsils/villages in order to facilitate efficient working relationships, coordination, and conflict resolution. (vii) Establish and lead a quality control system including risk management, internal policies and procedures, internal audit, communication, and coordination protocols etc. to plan and monitor the implementation of project activities more efficiently. (viii) Hold progress review meetings with the relevant stakeholders and maintain regular follow up and feedback on agreed actions. (ix) Ensure that all BCC campaigns, interventions, and training programs encourage maximum participation of females and are responsive to the needs of female beneficiaries, with focus on women health, hygiene promotion, education, and economic empowerment. (x) Assist in the development of gender-focused training modules to integrate females in the behavior change programs. (xi) Assist M&E team in establishing sex-disaggregated baseline indicators by gathering required data with appropriate target indicators.
2	<p style="text-align: center;">Behavior Change Specialist/Deputy Team Leader <i>(with a focus on WASH, Gender, and Health BCC)</i></p>	<ul style="list-style-type: none"> (i) Assist Team Leader in supervision and oversight of project activities, support staff, individual consultants, and other contractors to achieve the project objectives (outcome and outputs). (ii) Assist Team Leader in coordination with the key stakeholders including PRMSC, the World Bank, LG&CD Department, and relevant Metropolitan/Municipal Corporations and Village Councils/Organizations for activities related with the implementation of the project. (iii) Undertake or supervise any modification needed to the BCC Strategy and/or IEC package to reflect lessons learned from the pilot phase, augmentations agreed with PRMSC, and location-specific adjustments to remain relevant and culturally appropriate. (iv) Encourage and coalesce with key institutions and stakeholders to work towards a shared vision of promoting project's interventions through changing the behavior of the beneficiaries. (v) Launch a multi-pronged, high profile image building campaign to promote behavior change through project interventions creatively engaging users and recipients in new and innovative ways. (vi) Conduct regular meetings with community, stakeholders, local influencer, and VC's/VOs to ensure community participation at all stages of project implementation of BCC strategy. (vii) Ensure gender parity in all project activities including but not limited to maintaining gender disaggregated data, equality of opportunity, gender conducive environment, gender parity, and gender sensitive venue and activities.

		<ul style="list-style-type: none"> (viii) Ensure that all BCC campaigns, interventions, and training programs encourage maximum participation of females and are responsive to the needs of female beneficiaries, with focus on women health, hygiene promotion, education, and economic empowerment. (ix) Assist in the development of gender-focused training modules to integrate females in the behavior change programs. (x) Assist M&E team in establishing sex-disaggregated baseline indicators by gathering required data with appropriate target indicators.
3	Training and Capacity Building Specialist	<ul style="list-style-type: none"> (i) Lead the training and capacity building of Social Mobilizers (SMs), COs, VOs, and PRMSC staff, and contribute to development of training materials for AoCs in close collaboration with PRMSC and PRMSC's consultant(s). (ii) Identify specific training areas and topics for each group/tier of target audiences to develop their skills and capacity in implementing behaviour change. (iii) Suggest additional strategies/activities for stakeholders with excessive gap between the existing and the required capacity/behavior or with exceptionally high constraints linked to literacy, mobility, poverty, etc. (iv) Provide assistance and deliver capacity building trainings to the field teams to close knowledge/skill gaps and minimize the likelihood of risks to happen to the effective implementation of BCC strategy and campaigns. (v) Monitor, evaluate, or record training activities instructors, or materials or program effectiveness, and provide support to updating of all training guides and manuals. (vi) Advise and support the project staff on matters related to the capacity building such as development of materials, identify relevant courses/workshops/conferences/events or training providers that can help strengthen the BCC campaign. (vii) Facilitate and provide technical input on the development of pre- and post-training assessment surveys for the purpose of gauging the effectiveness of the trainings. (viii) Provide feedback to PRMSC on the post session evaluation and recommend ways for improvement as well as possibility to develop revolving training programs.
4	Environmental Specialist/ Horticulturist/ Forestry	<ul style="list-style-type: none"> (i) Provide technical inputs for developing IEC/BCC materials on environmental health, safe water, sanitation, hygiene, and household greening. (ii) Ensure that messages on tree plantation and care are integrated into WASH communication materials. (iii) Conduct training sessions for Social Mobilizers (male/female), community leaders, and Village Organizations on environmental stewardship, plantation, and sustainable WASH practices.

		<ul style="list-style-type: none"> (iv) Build local capacity on plant selection, plantation techniques, watering, and aftercare to ensure survival of household and village trees. (v) Facilitate workshops with local government officials, teachers, and health workers to embed environmental-WASH linkages. (vi) Provide technical guidance for tree plantation at the household level in target villages. (vii) Design and implement green households campaign linking hygiene, sanitation, and tree plantation benefits (e.g., shade, nutrition, air quality). (viii) Supervise field teams during plantation drives ensuring use of indigenous, climate-resilient species. (ix) Track survival rates of household trees and provide corrective guidance. (x) Ensure project compliance with environmental and safeguard standards (national regulations and donor frameworks). (xi) Prepare progress reports highlighting environmental and WASH linkages, plantation outcomes, and community capacity development.
Non-Key Staff		
1	Tehsil/ Area Managers	<ul style="list-style-type: none"> (i) Provide leadership support and oversight of BCC project interventions in the relevant/assigned tehsil and target villages including coordination with the tehsil municipal authorities, and the community, and liaison with experts on related tasks. (ii) Act as an interface between BCC project office in the tehsil, PRMSC-TO, and key stakeholders in the tehsil including tehsil administration, for activities related with the implementation of the project. (iii) Manage all the resources deployed at tehsil project office and provide logistic and administrative support for effective and efficient working of the project. (iv) Hold progress review meetings with the relevant stakeholders and maintain regular follow up and feedback on agreed actions including periodic progress reporting.
2	Social Mobilisers/ (SM)	<ul style="list-style-type: none"> (i) Conduct corner meetings with local level stakeholders to form inclusive and representative community organizations (COs) and village organizations (VOs). (ii) Identify of Female Ambassador of Change (AOCs). (iii) Deliver BCC sessions and campaigns at the settlement/ CO and village level. (iv) Interact with households, obtain data that would be required for provision of intended services, and update the information through profiling and community-based validation. (v) Educate the households through mass meetings and focus group discussion on the services available under the PRSWSSP and the benefits of changing behavior with regards to WASH practices.

		(vi) Facilitate experts, project staff and other relevant stakeholders working on BCC project in gaining access to household information, community mobilisation for payment of demand notice and monthly tariff, safe use of system, the administration of training programs, and implementation of awareness raining campaigns.
3	Admin and Finance Manager	<ul style="list-style-type: none"> (i) Develop, maintain, and monitor project budgets in line with donor guidelines and organizational policies. (ii) Ensure accurate and timely accounting, including vouchers, ledgers, and reconciliation of accounts. (iii) Manage cash flow, banking operations, and payroll. (iv) Prepare monthly, quarterly, and annual financial reports for internal management and donors. (v) Monitor and control project expenditures to ensure alignment with approved budgets. (vi) Oversee procurement of goods and services in accordance with donor and organizational procurement policies. (vii) Maintain proper documentation for procurement, assets, and inventory. (viii) Manage logistics for community sessions, trainings, plantation drives, and field activities. (ix) Supervise administrative functions including office management, travel arrangements, and event organization. (x) Support recruitment processes and maintain staff personnel files, contracts, and attendance records. (xi) Ensure compliance with labor laws, donor requirements, and organizational HR policies. (xii) Manage staff benefits, leave records, and payroll in collaboration with HR (if applicable). (xiii) Ensure compliance with donor contractual obligations, tax regulations, and statutory requirements. (xiv) Provide financial input for project progress reports, proposals, and reviews. (xv) Advise management on cost-efficiency and risk mitigation measures. (xvi) Ensure compliance with labor laws, donor requirements, and organizational HR policies. (xvii) Manage staff benefits, leave records, and payroll in collaboration with HR (if applicable). (xviii) Ensure compliance with donor contractual obligations, tax regulations, and statutory requirements. (xix) Provide financial input for project progress reports, proposals, and reviews. (xx) Advise management on cost-efficiency and risk mitigation measures.

F. Key Deliverables

22. Under hybrid payment mode contracting, the following have been identified as key deliverables. However, the same shall be worked out based on the technical proposal of the Firm and shall be mutually agreed:

Sr #	Deliverables	Timelines
(i)	Inception Report This will provide; (1) A clear plan for BCC activities in each village in the form of a Gantt chart that starts with the formation of village organizations. (2) Resources mobilization plan and budgets. (3) Confirm the feasibility of the BCC rollout plan for 800 villages and the finalized list of settlements among 200 pilot stage villages. (4) A review of all BCC material provided to the firm and concrete suggestions and plans for needed improvements or additions and the strategy for completing these in a timely fashion while the initial community outreach is conducted.	One month from date of commencement of services
(ii)	Community Mobilization through VO and CO formation in 500 villages	By the end of 2 nd month
(iii)	Delivery of BCC sessions for 6 months in 500 villages	By the of 8 th month
(iv)	Community Mobilization through VO and CO formation in 300 villages	By the end of 9 th month
(v)	Delivery of BCC sessions for 6 months in 300 villages and 2 nd round of BCC activities in initial 500 villages simultaneously	By the end of 15 th month
(vi)	Delivery of BCC sessions in 200 pilot villages and 2 nd round of BCC activities in 300 villages simultaneously	By the end of 19 th month
(vii)	Completion of Social Mobilization, Building Information, Education & Knowledge of Program Interventions and Training	By end of twenty fourth (24th) month from the date of commencement of services.
(viii)	Progress reporting on effective services delivery of all packages as per scope of work.	On completion of each deliverable.

G. Special Instructions

- (a) Payments to Implementing Partner firm, against all deliverables shall be subject to acceptance of employer-based on data received in Company's MIS. Should the acceptance/certification not be provided or refused in writing by the Company within one month of achievement of the milestone, or of the date of receipt of the corresponding invoice pertaining to operational or productive cost as relevant in the case be, the certification/acceptance of the deliverable will be deemed to have been provided,
- (b) The time for processing payments requests against the invoices submitted by the Implementing Partner Firm will be considered after acceptance of the deliverables by the Company,
- (c) Areas in which poor mobilization, communication or service delivery issues will be reported (backed by evidence) by the Company's Field Office and/or any other

stakeholder, will necessitate re-conduct of such activities, notwithstanding exceptional cases to be decided by the Company,

- (d) The cost of any type of asset that would be required by households/beneficiaries of the project as well as the staff of Implementing Partner Firm, to undergo a specialized training program, which shall be covered within the asset budget,
- (e) The Implementing Partner Firm will procure vehicles, equipment, and offices for the delivery of activities at the cost of Client with prior approval. Vehicles and equipment shall be property of the client after the completion of contract. In addition, the arrangement of necessary field-level equipment for data management and reporting shall be the responsibility of the Implementing Partner Firm.

Annex A:

1 Safely Managed Water and Sanitation

23. The safe management of water includes an awareness of the prevalence of water contamination and the importance of safe water for drinking and cooking as well as the safe handling (collection, transportation, storage) of drinking water, the treatment of contaminated water, as needed, as well as the importance of water conservation.

24. Safely managed sanitation. This includes awareness about fecal-oral transmission vectors and the health and productivity risks of fecal contamination (through hands, soil, water, food, flies etc.). The importance of the safe management of human and animal feces, including child, feces and the safe management of manure for use in agricultural fields. Safely managed sanitation ensures the hygienic transportation of wastewater from homes and other facilities like schools, mosques and health facilities, and its treatment before its re-introduction into surface water systems or use in agriculture.

25. Hand Washing and other hygiene behaviors Community sensitization on the importance of hygienic behavior, in particular handwashing with soap at critical times, after defecation, before eating or preparing food is critical. Handwashing with soap can significantly reduce the potential for fecal contamination, including the risk of diarrhea, and gastrointestinal diseases. Diarrhea is a leading cause of death amongst children under five years old. The BCC approach is intended to support households to establish a system to make it easy for all households to wash their hands with water and soap, particularly

- (a) (Before) preparing food or cooking.
- (b) (Before) eating or feeding a child.
- (c) (Before) breastfeeding
- (d) (After) safely disposing of adult or child feces.
- (e) (After) cleaning up animal manure and working with animals.
- (f) (After) washing items that may be contaminated with feces.
- (g) (After) touching the face or blowing the nose.

2 Maternal and Child Health and Nutrition and BabyWASH

The key entry points and activities for BabyWASH are outlined below:

a) Maternal & Child Nutrition/Care (Pre-Natal & Post Pregnancy)

26. Effective communication with the community regarding exposure of the mother and child to significant health risks and challenges, including infection, sepsis, and neonatal death. Realization of the community on the importance of maternal and child nutrition, their sanitary conditions, pre-natal and post pregnancy follow up visits and baby care visits. Cleanliness of the mother is integral for babies' health i.e., washing of hands and body, washing hands before preparing food, menstrual health management, as well as proper health of the mother before and during childbirth are strongly associated with a wide variety of health outcomes, diseases and survival rates.

27. Community awareness should also be raised regarding the importance of hygiene conditions in health service delivery centers. Specifically, that the following should be provided in health and birth facilities

- (a) Sufficient access to clean water and clean toilets for men and women-including for pre- and post-delivery, to facilitate bathing and hand washing of mother and baby.
- (b) Clean birth through the “six cleans” (i) *Clean hands of the attendant*, (ii) *Clean surface*, (iii) *Clean blade*, (iv) *Clean cord tie*, (v) *Clean towels to dry the baby and then wrap the baby*, (vi) *Clean cloth to wrap the mother*.

b) Importance of Breastfeeding

28. Awareness on the importance of early and exclusive breastfeeding for the first six months. Nearly half of all diarrhea episodes and one-third of all respiratory infections can be prevented with breastfeeding. On average, infants younger than six months who are not breastfed are 3-4 times more likely to die than those who received breastmilk.

To support mothers in breastfeeding, their nutrition should receive special attention, as well as the rest they need. Any soothers, pacifiers etc. provided to a baby to suck on while not breastfeeding should be washed, disinfected and safely stored when not in use.

c) Mother and Child Vaccination

29. Awareness on the importance of prenatal maternal vaccination (specifically for tetanus, diphtheria, and pertussis (Tdap)) and the importance of timely vaccination for babies. Prenatal Tdap vaccination is protective of both mothers and babies. Infant vaccination protects children against preventable diseases like polio, tuberculosis, measles, diphtheria, pertussis and Hepatitis B as well as from the *Clostridium tetani* bacteria which can cause serious infections.

d) Hygiene in the Handling, Preparation and Growing of Food

30. This farm-to-fork hygiene approach emphasizes food safety from farm to fork consumption by promoting the use of safe water for irrigation, washing, and cooking; avoiding contaminated soil, wastewater, and unsafe fertilizers; and maintaining clean kitchen gardens and storage areas. UNICEF recognizes that poor food hygiene contributes directly to diarrheal diseases, helminth infections, malnutrition, stunting, and anemia; therefore, improving food hygiene practices through community awareness and behavior change communication is a cost-effective and high-impact intervention for improving overall health and nutrition outcomes.² It is important for children to be tested for helminth infections periodically. Diseases such as typhoid fever, a bacterial infection, are also caused by ingesting contaminated food or water.

31. Awareness on safe food storage and reuse practices is important in this context.

- a) Ensure the cleanliness of hands, surfaces used for food preparation, and containers.

² [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.unicef.org/esa/media/15846/file/UNICEF-FS4C-ESA](https://www.unicef.org/esa/media/15846/file/UNICEF-FS4C-ESA)

- b) Protect food preparation areas and activities from insects, pests, people who have not engaged in hygiene practices, children and domesticated animals and pets.
- c) Use safe water in any application where water may be ingested, such as washing fruits and vegetables that are eaten raw. However, vegetables grown in contaminated water cannot be made safe for raw consumption even if washed with clean water since the bacteria can infiltrate plant tissues. Only cooking at a sufficiently high temperature can make such food safe for consumption.
- d) Boil water used to prepare baby foods and drinks; this may be done during cooking.
- e) Control disease vectors such as flies, mosquitoes, cockroaches and rats by cleaning breeding spots, protecting or covering food, and using bug nets as necessary.
- f) To reduce nearby vectors, improve drainage, safely dispose of garbage, and ensure wastewater is disposed of via a waste receptacle or protected pit.

e) Protection of Infants from Environmental Hazards and Fecal Waste Human or Animal

32. During the first year of life, infants spend substantial amounts of time exploring objects (with their mouths, and hands) that they encounter in their daily environments, including in areas of the house and outhouses. Awareness about the risk factors associated with the exposure of an infant to pathogens and disease vectors is important to prevent infant exposure to fecal bacteria or other hazardous materials.

Specifically, while livestock are crucial to rural livelihoods, exposure of infants to animal faces is currently an under-recognized threat to human health, requiring the safe management of animal feces.

- a) Keep areas where the infant crawls or plays clear of any animal or human feces, and clean contaminated areas immediately.
- b) Maintain a physical separation between animals and infants, and between infants and sources of contaminated soil or contaminated drainage
- c) Put potentially harmful items out of reach of infants. These include medicines, cleaning agents, disinfectants etc.
- d) Regularly clean floors with soap and water (and bleach if available)

f) Household Cleanliness (House Keeping)

33. Awareness around the health benefits of a clean home environment.

- e) Regular cleaning of key surfaces e.g., latrines, basins and kitchen floors and surfaces with soap and water (and bleach if available).
- f) Feet or shoes should be inspected and cleaned upon entry or removed.
- g) Disease vectors such as flies, mosquitoes, cockroaches and rats can be eliminated by removing breeding spots, covering food, improving drainage and safely disposing of garbage into a waste receptacle or protected pit.
- h) If necessary, contaminated items like sheets and clothing can be disinfected by airing in direct sunlight till completely dry.

3 Solid Waste Collection and Management

34. Household awareness regarding the importance of hygiene at the household and community level includes awareness about the importance of minimizing waste and preventing the mingling of organic

waste with residual waste and the separation of recyclables for sale. This module will include the following:

- Segregation of different type of wastes
- Proper handling and disposal of solid waste
- Health and sanitation problems associated with improper handling of the waste
- Compositing of bio-degradable waste.
- Use of compost as fertilizer

35. The burden of domestic chores, childcare responsibilities, and water collection fall onto women and girls. It is important to integrate gender-sensitivity into the interventions below to ensure that (a) the burden of women and girls is not increased, and (b) that gender transformative approaches can be harnessed to e.g., create a more equitable distribution of childcare and domestic responsibilities.

4 Awareness regarding the Scope of Services provided by PRMSC

36. PRMSC is tasked with building water and sanitation infrastructure in rural villages under the project. It is also responsible for ensuring that the services delivered are at the requisite quality (i.e., safely managed as per SDG 6) and that required O&M is done in a timely and service-oriented manner. The company also has to ensure that its O&M costs as well as the costs of needed future investments in infrastructure (replacement/expansion) can be met sustainably without requiring a continuous injection of government budget. To do this, the company will charge a tariff as per its approved tariff structure. The tariff structure is designed to cover costs.

37. It will therefore be important that the BCC sensitizes communities to the importance of paying their monthly tariff. The key point here is that they are already paying both directly in electricity bills and purchased water and more importantly indirectly in health care bills due to the absence of safely managed water, sanitation and waste management services.

38. it is also expected that the BCC firm will help build the capacity of PRMSC staff on all aspects of the behavior change campaign.

Annex B: RFP BCC for 800 villages – Annex on Outcome-based Payment

39. The last payment of the firm (cumulatively 15% of contract amount) will be released on verification of outcomes of the BCC campaign. Three outcome areas will be measured: (i) Knowledge recall; (ii) behavior change at household level; and (iii) behavior change at community level. Measurement instruments for all three will be transparent and the firm will have an opportunity to review and identify gaps during the contract period and before measurement instruments are deployed. The data collection will be complete at least 2 months before the contract end-date. It will be undertaken in all villages where all BCC modules have been delivered.

Knowledge Recall Indicators:

40. The following knowledge outcomes will be gauged through survey based non-prompted questions, which if needed would allow for multiple responses. An outcome may be ascertained from one or more questions. Data will be collected by a third-party and will be part of the impact evaluation of the project. The questionnaire and data collection methodology etc. will be shared with the firm.

- 1) % of respondents who identify child stunting as both a physical and cognitive development issue
- 2) % of respondents who identify poor water quality and unsafe/unhygienic sanitation as key drivers of Child Stunting
- 3) % of respondents who identify animal fecal waste (dung, chicken feces) as a source of child stunting due to the mouthing and sucking behavior of infants
- 4) % of respondents who display understanding of the long-term impacts of child stunting on educational attainment, childhood sicknesses, adult labor productivity and income earning capacity and adult health (lost days of work due to recurrent illness and a poor constitution, diabetes, cardiovascular disease and reduced immunity)
- 5) % of respondents who display an understanding that water which looks, smells, and tastes clean may still be harmful for health due to the presence of bacteria that cannot be seen with the naked eye.
- 6) % of respondents who are able to describe at least three ways in which human and animal fecal waste outside the HH premises could affect their children (5 Fs)
- 7) % of respondents who understand that immediate and exclusive breastfeeding for the first six months of a child's life is critical for lifetime health.
- 8) % of respondents who understand the importance of dietary diversity
- 9) % of respondents who are able to describe separation of HH solid waste into three categories (organic/compostable, recyclable, and residual).
- 10) % of respondents who are able to provide at least three examples of the costs of not having access to quality assured drinking water and access to safe sanitation to a household – monetary and non-monetary.

Threshold for payment is that at least 70% of respondents have clear knowledge of at least 7 out of 10 questions. Meeting or exceeding this threshold will account for one-third of final payment (5% of contract amount).

41. The following indicators will be verified by trained Ambassadors of Change³ and submitted through a cell-phone app that geo-tags and timestamps all images collected during household visits and village walk-throughs.

Household visits:

- 1) Presence of soap (in use) next to hand-washing area/sink/washbasin. *Method: image and notes*
- 2) Clean latrine/toilet. *Method: Image and notes.*
- 3) No sign of animal fecal waste in an uncontained environment. *Method: Image and notes.*
- 4) Solid waste sorting system – two bins for organic and residual waste and container/storage area for recyclables. *Method: Image and notes.*
- 5) Water storage containers are clean and covered. *Method: Image and notes.*
- 6) % of households who practiced exclusive breast-feeding of infants born after the completion of the BCC campaign in the village. *Method: Question posed to female household member(s)*

42. Threshold for payment is that at least 60% households have adopted at least three of these practices. Meeting or exceeding this threshold will account for one-third of final payment (5% of contract amount).

43. Village walkthrough:

- 1) No overflow into streets from manholes and/or surface drains – or similar outcome indicating that solid waste or debris is not being disposed in the sewerage system. *Method: Video walkthrough covering at least 50% of village communal spaces, e.g. if a settlement has 2 km of drains or sewerage network, the video must cover at least 1 km.*
- 2) No or very little scattered solid waste in communal spaces – the focus is not random individual items e.g. a plastic wrapper on the street; the focus is assorted household waste thrown in street/park/empty land etc. or random heaps of waste accumulating or any other sign that households are not disposing waste appropriately. *Method: Video and commentary*
- 3) No animal waste in children’s play area. *Method: Video and commentary*

44. Threshold for payment is that at least 60% of settlements/*bastis* pass at least two of these three outcomes. Meeting or exceeding this threshold will account for one-third of final payment (5% of contract amount).

³ Ambassadors of Change are female residents from beneficiary villages that are selected based on objective criteria (age, education, etc.) and trained to support the implementation of PRSWSSP. They are responsible for reinforcing key messages of the BCC campaign at the household level, with a focus on households with new mothers, children under 5, and pregnant women. They are also responsible for birth recording and child growth monitoring in beneficiary villages. Their role assumes easy and frequent access to households that will be the focus of this outcome verification exercise.

Annex C: BCC Strategy

Please Note: Strategy is developed as a living document and as lessons learned and new knowledge surfaces, PRMSC can modify the content to improve outcomes from the BCC campaign. However, the basic structure of the BCC strategy (number of exposures, number of visits, geographical scope, etc.) which is the underlying determinant of technical and financial bids will not change.



Behaviour Change Communication and Capacity Development Plan

Final Strategy



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LIST OF ACRONYMS

ANC	Antenatal Care
BCC	Behaviour Change Communication
BCCD	Behaviour Change and Capacity Development
BCD	Behaviour Centred Design
CBO	Community-based Organisation
CEO	Chief Executive Officer
CO	Community Organisations
ECD	Early Childhood Development
EPI	Extended Programme of Immunisation
FCDO	Foreign, Commonwealth & Development Office
GHG	Greenhouse Gas
HCF	Healthcare Facility
HH	Household
IEC	Information, Education and Communication
IYCF	Infant and Young Child Feeding
JV	Joint Venture
MICS	Multiple Indicator Cluster Survey
MNCH	Maternal Neonatal and Child Health
MSW	Municipal Solid Waste
NDC	Nationally Determined Contribution
ODF	Open Defecation Free
PKR	Pakistani Rupee
PNC	Postnatal Care
PRMSC	Punjab Rural Municipal Services Company
PRSWSP	Punjab Rural Sustainable Water and Sanitation Project
PRSWSSP	Punjab Rural Sanitation and Water Supply Support Project
PWD	Persons with Disabilities
RFP	Request for Proposal
SBC	Social and Behavioural Change
SDG	Sustainable Development Goals
SPO	Strengthening Participatory Organisation
SUN	Scaling Up Nutrition
VO	Village Organisation
WASH	Water Sanitation and Hygiene
WHO	World Health Organisation
WTP	Willingness to Pay

1. EXECUTIVE SUMMARY

Introduction and Approach: Pakistan faces high rates of stunting, surpassing global and regional averages, as highlighted in the National Nutrition Survey 2018. It is primarily attributed to inadequate maternal and child nutrition, poor coverage of critical indicators for mothers and children during the first 1,000 days, and inadequate WASH practices. The broader socioecological factors contributing to stunting remain largely misunderstood, exacerbating the prevalence of poor practices in the country.

Pakistan ranks third globally in maternal deaths, neonatal mortality, and stillbirths. Punjab, in particular, has the highest rates of neonatal, infant, and under-5 mortality rates at 51, 73, and 85 deaths per 1,000 live births. With inadequate access to clean water, sanitation, and good waste management, the people struggle with the impacts of unchecked disease propagation including increased mortality, stunted growth, and long-term economic, social, and psychological burdens. This necessitates deliberate planning and behaviour change at the household level, crucial for improving health and nutritional outcomes, particularly concerning gender equity and social inclusion.

Recognising the severity of the situation, the Punjab government has taken proactive steps through the Local Government and Community Development Department, establishing the Punjab Rural Municipal Services Company (PRMSC) under the Companies Act, 2017. PRMSC is actively delivering the Punjab Rural Sustainable Water Supply and Sanitation Project (PRSWSSP) to improve living standards in rural villages. They aim to provide and manage sanitation, clean drinking water, and solid and animal waste services in 2,000 villages across 16 rural tehsils in Punjab.

PRMSC oversees the implementation of these services, while the Behavioural Change and Capacity Development (BCCD) component of the project, undertaken by Joint Venture (JV) partners including WaterAid, Strengthening Participatory Organisation (SPO), and M&C Saatchi, aims to bring about behaviour change, including a willingness to pay for services, ensuring the sustainability and effective use of these essential amenities.

The JV partners have adopted the “ABCDE” approach to the Behaviour-centred design framework to bring about the required behaviour change in people. This process included a detailed analysis of the activities defined under the project scope, enabling the partners to prioritise 13 behaviours to tackle the challenges – including the prevalence of morbidity and stunting in rural communities.

Formative Research: The research has brought insights into the prevalent behaviours, their determinants and motives, and the effective touchpoints for communication. In the surveyed villages, households demonstrated awareness of the risks associated with unclean water, like abdominal pain, diarrhoea, hepatitis A/ jaundice, and cholera. Boiling and filtering are perceived as the most appropriate methods to treat unclean water. However, despite this basic awareness, the lack of safe drinking water and the factors contributing to its contamination – including biological, chemical, salinity, and so on—are not fully understood. Even treatment was largely neglected in practice due to resource unavailability and a lack of knowledge.

Knowledge and practice of handwashing at critical times (before eating and after using the toilet) were widespread, yet about half of the households lacked adequate handwashing facilities. Waste management practices varied, with most households disposing of waste appropriately, and some disposing of waste in toilets and open spaces like garbage dumps or drains. Where 69% of households had improved toilet facilities, but open defecation was still practised due to barriers like lack of designated dumping sites and affordability issues.

Most women had received antenatal care, but postnatal care utilisation was lower due to challenges like distance from healthcare facilities and financial constraints. The majority of the respondents had exclusively breastfed for up to six months, but challenges including inadequate milk supply and affordability of nutritious diets were discouraging continuity of practice. Awareness of childhood vaccination was high, but some faced difficulties due to transportation issues and long distances to healthcare facilities.

Women faced challenges in managing menstruation hygienically due to a lack of access to sanitary materials, knowledge gaps, and affordability issues. Knowledge and practices regarding baby WASH were sufficient, but

challenges included access to clean water for food preparation and keeping hazardous materials away from children.

The school survey findings revealed deficiencies in water and sanitation infrastructure. Approximately 18% of schools sourced drinking water from unimproved sources, with only half of tested water deemed safe for consumption. Moreover, one in every six toilets was non-functional, exacerbating hygiene challenges. Similarly, only 73% of handwashing facilities provided soap and water consistently. Common barriers included inadequate sanitary staff, insufficient toilets, and limited funds for maintenance. In healthcare facilities (HCFs), diarrheal diseases dominated previous illness records, comprising 73% of reported ailments, followed by skin conditions and malaria. Key obstacles to ensuring safe sanitation included funding constraints and inadequate sanitary staff. The qualitative findings of formative research underscored these challenges, with communities seeking information on recommended practices while also maintaining perceptions of their current behaviours as correct.

The findings recommend focusing on behaviour change through targeted campaigns, involving women of reproductive age, male community members, and influencers. Interventions should prioritise promoting hygienic practices, health-seeking behaviours, maternal and child health, and awareness of malnutrition signs. Community-led initiatives, such as WASH committees and school WASH clubs, are the channels that will empower communities to monitor water quality and promote hygiene.

Lastly, community participation is paramount to achieving sustainable behaviour change. Involving local leaders, youth, and especially women, girls, and persons with disabilities will foster inclusion, secure willingness to pay for improved services and ensure community ownership.

Strategy Objectives:

A major component of the PRSWSSP project involves delivering a behaviour change and capacity development project to empower target villages to efficiently use, develop, and maintain water and sanitation facilities. The BCC strategy will create a structured framework and guiding principles to define key communication elements and raise awareness around priority behaviours within the selected areas. The strategy will address the following objectives:

1. To sensitise communities around the acceptability and sustainability of services provided by PRMSC in rural Punjab, and foster community responsibility and willingness to invest in WASH services, ensuring their long-term sustainability and continued access.
2. To develop the capacity of the stakeholders to deliver and sustain the behaviour change service model recommended in this strategy.
3. To provide a guiding framework for external and internal communication, define how communication will flow from PRMSC to the village level, and clarify the roles and responsibilities of stakeholders.

This document utilises the Behaviour Centred Design (BCD) approach to develop a Behaviour Change Communication (BCC) strategy. BCD is a systematic method for understanding and influencing human behaviour and involves researching and identifying factors influencing the desired behaviours, such as determinants, motives, barriers, and social norms, through formative research. It also takes a learned approach towards selecting and prioritising the touchpoints for better and sustainable behaviour change.

Strategy Development: The development of the Behaviour Change Communication (BCC) strategy for the rural communities, involved a six-step process including the identification of priority behaviours in consultation with joint venture partners and PRMSC.

A comprehensive assessment of existing research and knowledge regarding known and unknown behaviours was conducted to grasp the context, and situation, and identify any gaps in understanding. This was followed by formative research in 385 households to gain insights into the current behaviours – their determinants and motives, the barriers to improvement, and the touchpoints that are most relevant and most likely to bring lasting and sustainable change. In the fourth step, this strategy was developed based on the recommendations by the working committee of the creative group which established the design principles after an agreement between PRMSC, WaterAid (Global and Pakistan), M&C Saatchi and SPO; which forms the backbone of the BCC strategy.

Based on local and global best practices, it was concluded to target the audience in 6 settings: 2 media (mass media and social media) and 4 interpersonal (communities, schools, healthcare facilities and institutions). Based on global behaviour change best practices, we will aim to achieve 90% reach of the key audiences, with a target of 6 exposures in the 4 interpersonal settings and 8 exposures through the 2 mass media settings.

Creative Package: The Behaviour Change Creative Package was developed based on the recommendation of the creative group that involved key experts from M&C Saatchi, WaterAid Pakistan, SPO, PRMSC, and representatives of the communities. The developed BCC materials and messages are pretested to check their effectiveness in triggering the intended change in behaviours. This will ensure that the produced materials meet the objectives and needs of the audience.

The approach is anticipated to generate a ripple effect, by influencing behaviours in additional villages. The ultimate goal is to prepare and condition the populations of 2,000 villages for PRMSC service delivery rollout, therefore it is designed to target heads of households, including both male and female decision-makers, parents, and guardians. It also underscores the inclusion of marginalized groups and individuals with disabilities, featuring a gender mainstreaming plan to address gender disparities and accessibility gaps related to WASH facilities.

Furthermore, the strategy aspires to encourage willingness to pay for PRMSC services, focusing on early adopters and the early majority to serve as role models. It identifies two critical areas for change: behavioural and capacity development. To streamline the process, and to prepare for the eventual rollout to 2000 villages, the strategy adopts the brand approach. The capacity development plan will be rolled out through trained field staff and a team of thematic specialists.

Key Stakeholders: The role of stakeholders will be crucial for triggering influence and making effective contributions to the overall process. For this, several informal and formal stakeholders have been identified such as community organisations and village organisations to ensure grassroots level influence, the World Bank, for the successful implementation of aligned development projects, PRMSC, for leading the project and endorsing behaviour change and ensuring community ownership, tehsil/district level administration, district, and provincial education authority for organising awareness campaigns, the PHED and district and provincial health authority, municipal authorities, local government and rural development, and the directorate general of public relations and pressure group. The rural community will be engaged through village organizations which will be created and strengthened to promote WASH-friendly community behaviours. Active engagement with these stakeholders will be essential to the project's success and its impact on communities.

Institutional Arrangement: The collaboration between formal institutions, such as government ministries, municipal authorities, non-government organisations, and private sector entities, with community-based organisations (CBOs) will be an important component. This partnership will promote community involvement in decision-making processes, aid in conflict resolution, facilitate tariff collection, and encourage donations. Simultaneously, informal institutions, including customs, beliefs, norms, and traditional leaders, significantly influence the behaviours. They will create an enabling environment for the project's implementation and help foster the desired awareness-raising within these communities.

MEAL Framework: The monitoring plan is developed and aligned with the monitoring framework and the overall monitoring framework is tailored in tune to BCCD. The monitoring and tracking of progress as per key milestones are being undertaken and quality assurance is mainly attributed to consistent field monitoring visits. Desk review of progress reports, MOVs and databases of users as per activity requirements is instrumental in assessing the progress, and Indicator tracking is also tailored closely as per the Indicator Tracking Table (ITT). ITT is developed with the primary KPIs data as per the baseline and targets are estimated for end-line/ evaluation. The tracking through ITT helps in assessing the target deliverables as per KPIs. To gauge the effectiveness of social mobilisation, smart feedback surveys are planned after each exposure to garner user feedback and to instil tweaks in contextual implementation. Quarterly reviews will be conducted to assess the key milestones, reinforcing the quality implementation. A user database, following SADD criteria (sex, age, and disability-segregated data), will constantly assess and affirm the reach of intervention and its coverage. Findings will be shared with key stakeholders, every quarter, to maintain effective tracking, feedback, and coordination.

Accountability: Accountability is a key aspect, involving the responsible use of authority while considering the perspectives of users. The accountability mechanism is mainly established through the Grievance Redressal Mechanism (GRM) which is a systematic process for receiving, analysing, and responding to complaints/grievances related to services, their delivery, or staff conduct, with clear guidelines in national or local languages displayed or oriented for easy registration.

Gender equity and social inclusion: To promote gender equity and social inclusion, customised messages will be disseminated to reshape traditional gender norms, promote equality and inclusivity, and create awareness in the community. This will be done by prioritising the involvement of women and promoting inclusion in community members' awareness-raising and training.

Risks and Challenges: The successful implementation of our comprehensive BCC campaign will face various internal and external risks and challenges, such as community reluctance to pay for water services, inappropriate service quality, limited campaign time, gender equity and social inclusion, and political and economic instability among others. To address these challenges, we will employ a multifaceted approach, emphasising mass mobilisation, tailored messaging, community engagement, and comprehensive coordination to ensure behaviour change in target communities and mitigate potential setbacks.

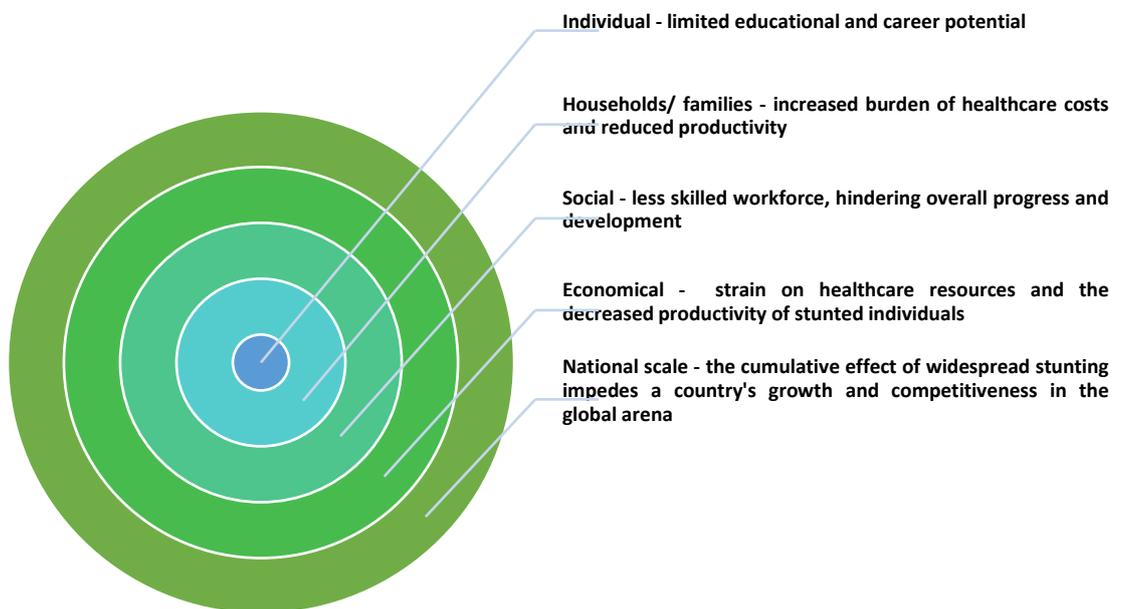
2. INTRODUCTION

Despite a significant reduction in poverty in Pakistan from 2001 to 2018, improvement in prevalence of stunting has been minimal [National Nutrition Survey (NNS) 2001, NNS 2011, NNS 2018]. For the last 18 years, while significant investments have been made to tackle acute malnutrition and promote good child feeding practices in mothers; the challenges persist. Currently, stunting rate in children under 5 stands at 45%¹. This indicates a profound lack of understanding regarding the drivers of stunting.

Stunting has traditionally been viewed through a narrow lens, disproportionately placing the onus on mothers to address the issue, by conceptually linking it to inadequate nutrition in both mothers and children, with a specific emphasis on disease prevention, especially diarrhoea, through personal hygiene during early childhood.

However, adopting a broader social perspective reveals that stunting is a more pervasive condition. Even mothers who adhere to recommended childcare practices may have children experiencing stunted growth. Therefore, it is imperative that a comprehensive approach to understand the drivers of stunting be adopted. This approach should encompass various factors, including but not limited to water, sanitation, and hygiene, health and disease prevention, environmental contamination by solid and animal waste, food security and early childhood nutrition, and so on. All these factors contribute to disease propagation in early childhood that ultimately leads to stunting.

Unfortunately, the prevailing understanding of stunting also connects it primarily to linear height in children, and not towards diminished cognitive growth and development of neural synaptic systems that is more indicative and consequential of stunted growth in children. The resulting impact on individual, familial, social, economic, and even national growth are profound, as described below.



The World Health Organization (WHO) has ranked Pakistan 23rd in terms of childhood mortality caused by diarrhoea [5]. Diarrhoea is also a leading cause of malnutrition in children under five years old. This is also reflected in Pakistan's high prevalence of stunting and wasting rates that surpass both global and South Asian averages [6]. Stunting in Pakistan is largely attributed to insufficient maternal and child nutrition, poor coverage of critical indicators for mothers and children during the first 1,000 days, and inadequate WASH practices. The

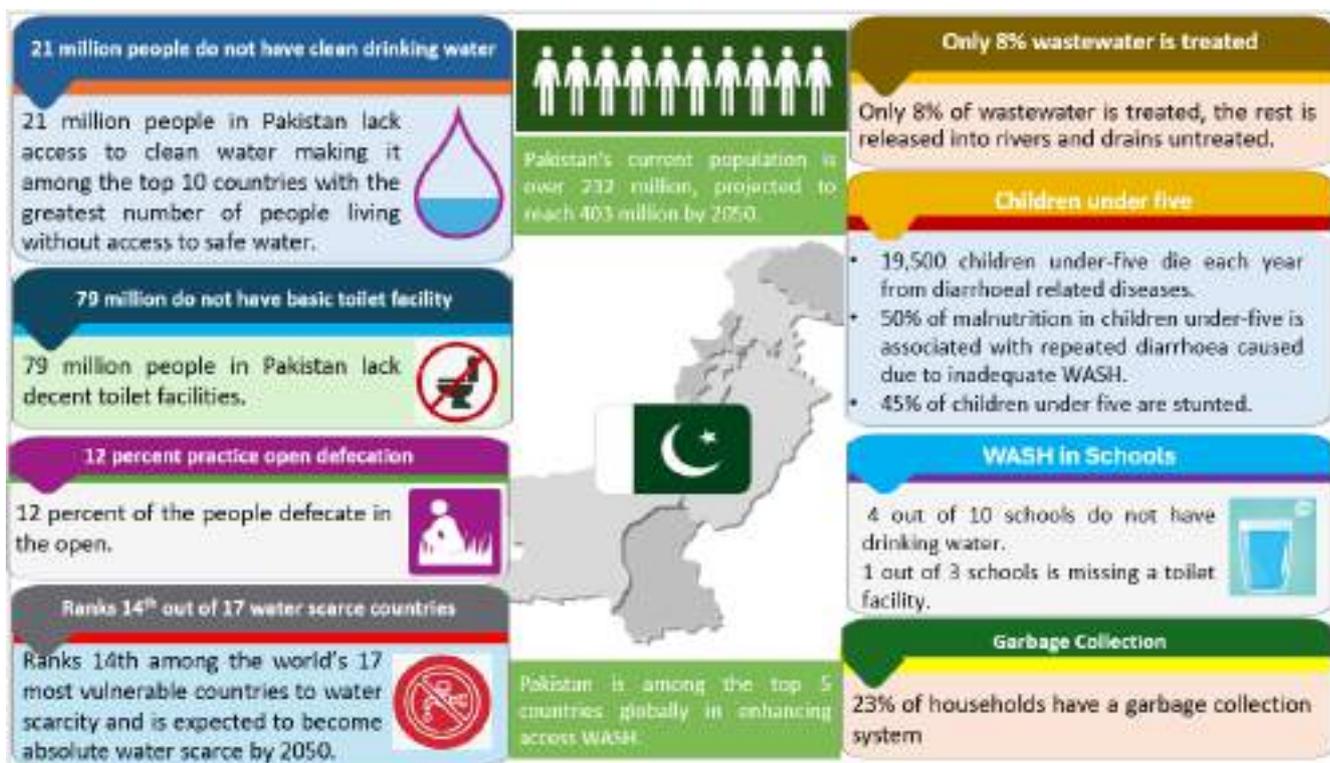
¹

recent National Nutrition Survey highlights that approximately 40 percent of the country's population is grappling with food insecurity [7].

With respect to the quality of water and the prevalence of waterborne diseases, it is a critical public health issue in Pakistan, where only 20 percent of the water is safe for drinking and only 36 percent of the population has access to it [1][2]. Poor WASH practices, together with waterborne diseases, are the key causes of childhood mortalities in Pakistan.

Pakistan has a neonatal mortality rate of 42 deaths per 1,000 live births, an infant mortality rate of 62 deaths per 1,000 live births, and an under-5 mortality rate of 74 deaths per 1,000 live births. Not only that, but there are also notable variations by region, where Punjab has the highest rates of neonatal, infant, and under-5 mortality rates at 51, 73, and 85 deaths per 1,000 live births, and FATA has the lowest [3]. Pakistan has been ranked third among the top 10 countries with the largest number of maternal deaths, neonatal mortality, and stillbirths in 2020 [4]. **[Box 1]**

Box 1: WASH in Pakistan - a glance



[Source: WASH Situation in Pakistan: Know and Act, WaterAid Pakistan]

With a population exceeding 232 million and considering the impacts of COVID-19 and the 2022 floods, there is an urgent need for a comprehensive understanding of the WASH sector and the impact of environmental contamination on disease in Pakistan. This requires conscious planning and behaviour change at a household level. This transformation is crucial for enhancing health and nutritional outcomes – particularly with respect to stunting, especially for vulnerable groups such as pregnant and lactating women, young children, the elderly, and individuals with disabilities.

2.1. International and National Commitments

Pakistan has adopted the **2030 Agenda for Sustainable Development** to support its commitment to meet the 17 Sustainable Development Goals (SDGs). Amongst the 17 SDGs, Goal 3 and Goal 6 call for healthy lives and universal access to safe drinking water, adequate sanitation, and hygiene, with a focus on women, girls, and those living in marginalised communities. The box below briefly details the relevant SDG targets supporting the WASH and baby WASH agendas. **[Box 3 and Box 2]**

Box 2: SDG 3 - Goals and Targets

The effective achievement of these goals is facilitated by their interconnected nature and the presence of

SDG 3: Ensure healthy lives and promote well-being for all at all ages

- 3.1: Reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
- 3.2: End preventable deaths of new-borns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
- 3.3: End the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases.
- 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.



Box 3: SDG 6 - Goals and Targets

overlapping causal pathways. In the context of SDGs 3 and 6, numerous studies highlight that integrating WASH

SDG 6: Ensure availability and sustainable management of water and sanitation for all

- 6.1: Achieve universal and equitable access to safe and affordable drinking water for all.
- 6.2: Achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.
- 6.3: Improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater, and substantially increasing recycling and safe reuse.
- 6a: Expand cooperation and capacity-building support in water and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling, and reuse technologies.
- 6b: Support and strengthen the participation of local communities in improving water and sanitation management.



with baby WASH (including maternal, new-born, and child health, nutrition, and early childhood development) contributes significantly to child health outcomes, particularly reduced mortality, and stunting. This integration also aligns with several SDGs, particularly SDG 2 (hunger), SDG 3 (health and well-being), SDG 4 (quality education), SDG 6 (clean water and sanitation), and SDG 17 (partnerships).

Corroborating this commitment, the **Vision 2025 of Pakistan** emphasises concerns regarding water contamination, water quality, and the importance of eliminating open defecation. Additionally, it also asserts that water contamination and quality directly affect the nation's health, with waterborne infections contributing to 70 percent of prevalent diseases that affect national health. The Vision 2025 commits to increasing the proportion of population with access to improved sanitation through collaboration with the private sector, civil society, and academia and creating mechanisms to achieve the SDGs in alignment with the priorities of federal and provincial governments. [9]

2.2. National Policies and Plans

Pakistan's legal and policy landscape regarding WASH is characterised by diverse federal and provincial documents on various themes and sub-themes, including water supply, environmental management, waste management, public health, local governance, and education. **[Table 1]**

Table 1: National Policies and Plans on WASH

1	National Water Policy [10]	The policy emphasises the importance of water conservation and quality to minimise morbidity and mortality from waterborne diseases, particularly among children under the age of five. Additionally, it also promotes behavioural change to reduce water waste through awareness-raising campaigns targeting households and schools.
2	National Sanitation Policy [11]	The policy prioritises safe disposal of excreta, liquid, and solid waste and encourages an open defecation-free environment while striving to change the behavioural patterns of the communities on sanitation.
3	National Drinking Water Policy [12]	It focuses on establishing and enhancing drinking water systems, emphasising the sustainability of water supply infrastructure, water conservation, water quality, water treatment, and the drinking water sector management information system, and recognising water as a human right. Driven by a National Behavioural Change Communication Strategy, the National Drinking Water Policy plans information, education, and communication campaigns for water safety and hygiene promotion.
4	Pakistan Approach to Total Sanitation (PATS) [13]	The Government of Pakistan has committed to achieving and sustaining an open defecation-free environment both in rural and urban contexts, with a clear emphasis on behaviour change and social mobilisation.
5	National Environmental Policy [14]	Pakistan's Environmental Policy is a cross-sectoral policy and provides a framework for addressing environmental issues in Pakistan, particularly those related to access to water, water conservation, liquid and solid waste management, and pollution. It encourages behaviour change and communication to promote environment-friendly consumption patterns.
6	National Climate Change Policy [15]	The policy prioritises climate-related risks to improve resilience by adopting water and sanitation safety plans for rural and urban areas. It calls for raising public awareness of the hazards of solid waste to instigate behaviour change.
7	Clean Green Pakistan Movement [16]	The Government of Pakistan launched the Clean Green Pakistan Movement (CGPM) in November 2019, and the Clean Green Pakistan Index (CGPI) is its core pillar. The CGPI indicators included safe drinking water, solid waste management, liquid waste management/hygiene, plantation, and total sanitation. The movement aimed to bring about a behavioural change in order to achieve a sustainable and safe environment for Pakistan, with total sanitation, clean drinking water, solid waste management, liquid waste management, and hygiene as key components of the campaign.
8	National Health Vision 2016-2025 [17]	On the health front, the health vision envisages improving the health of all Pakistanis, particularly women and children, through universal access to quality essential health services delivered through resilient and responsive health systems.
9	National Nutrition Policy	This year, the government has initiated the formulation of a multi-sectoral national nutrition policy to guide nutrition planning and programming in order to reduce the level of malnutrition and prioritise nutrition in development plans.

10	Behaviour Change Communication Strategy [18]	The formulation of the Behaviour Change Communication Strategy took place in 2011 for all provinces and administrative units. While all strategies were developed and received endorsement from relevant departments, their execution failed primarily due to the lack of prioritisation and budgetary allocation within provinces. The principles of provincial strategies were based on the Pakistan National Behavioural Change and Communication Strategy and Action Plan for Safe Drinking Water, Sanitation, and Hygiene 2010-2015, with the overarching goal of reducing morbidity and mortality caused by diseases related to poor sanitation and hygiene and a lack of access to safe water.
11	Multi-sectoral Nutrition Strategy [19]	Pakistan has adopted a multi-sectoral approach by joining the Global Scaling Up Nutrition (SUN) Movement and preparing a multi-sectoral nutrition strategy (2018-2025) outlining key nutrition interventions within the health and WASH sectors. These interventions included iron and folic acid supplementation for pregnant women, treatment of malnutrition, promotion of infant and young child feeding (IYCF), hygiene promotion, access to safe water, promotion of open defecation-free (ODF) villages, and a reduction in diarrheal prevalence.

Despite these national policies and plans, access to safe drinking water continues to be a challenge in Pakistan, due to insufficient infrastructure, limited funds, rising demands, water scarcity, contamination, and weak governance policies. Addressing these challenges necessitates not only structural improvements but also behaviour change, emphasising responsible water usage, conservation, and community engagement.

2.3. Institutional Arrangements on WASH

At the federal level, the Ministry of Climate Change oversees WASH initiatives; however, there are other federal institutions that have mandates and responsibilities concerning WASH. Streamlining institutional frameworks is crucial to address overlapping mandates and enhance the effective implementation of WASH services and behavioural change. It is also imperative to assess the mandates of federal institutions in relation to their provincial counterparts, as they are largely responsible for providing access to clean water, safe sanitation, waste management and disposal, and promoting safe hygiene practices. **[Box 4]** below outlines key federal institutions and their role in WASH implementation.

Box 4: Federal Institutions and their Role in WASH

The Ministry of Climate Change is responsible for promoting the conservation of a clean and green environment in Pakistan through policy formulation and implementation. Within the Ministry, there is a WASH Unit that is responsible for standard setting, coordination, and reporting against international-committed targets.

The Ministry of Water Resources is tasked with the development and provision of the country's water and hydropower resources. Additionally, it is also responsible for the implementation of the National Water Policy 2018 and coordination with all stakeholders.

The Ministry of Health provides input on water quality standards and monitors quality standards for drinking water across the country. Its research and academic wing, the Health Services Academy, published Drinking Water Standards in 2007.

The Water and Power Development Authority (WAPDA) is authorised by the Federal Ministry of Power and Water for the development of water resources such as dams, canals, tube wells, etc across the country. In 2017, WAPDA's power wing was placed under a separate entity, leaving WAPDA exclusively responsible for water resource management.

The Ministry of Finance is responsible for budget allocation related to WASH at the federal level and the release of funds to provinces as well.

The Planning Commission, under the **Ministry of Planning Development and Special Initiatives**, is responsible for research and policy development to manage the country's socio-economic development. The Planning Commission is central to developing plans and ensuring sustainable use of resources, including water and waste management implications.

The Pakistan Council for Research on Water Resources (PCRWR) is mandated to carry out, coordinate, and promote research on water and sanitation.

The **SDGs Support Unit** provides coordination and support to respective federal ministries and line departments. It undertakes coordination, reporting, and monitoring progress towards the SDGs and provides policy, research, and knowledge management support for the SDGs.

The Indus River System Authority (IRSA) regulates and monitors the distribution of water sources amongst the provinces according to the Water Apportionment Accord. It also settles disputes on water distribution and supply under the Accord.

At the provincial level, there are several authorities relevant to WASH, but the lack of a distinct mandate for each, both independently and in relation to one another, creates jurisdictional overlaps and conflicts. **[Box 5]** below outlines provincial institutions in Punjab and their role in WASH implementation.

Box 5: Provincial Institutions and their Role in WASH

The **Punjab Housing, Urban Development, and Public Health Department** is responsible for the oversight and administration of different agencies, including Water Supply and Sanitation Agencies (WASAs), Parks and Horticulture Authorities, and the Public Health Engineering Department (PHED).

- The PHED is mandated to provide water and sanitation facilities to the rural population and to plan and construct water supply, sewerage, and drainage schemes in rural and urban areas.
- The WASA constructs and rehabilitates water supply, sewerage, and drainage facilities, including their effective operation and maintenance. It is also responsible for collecting rates, fees, and charges for the services provided to consumers.

The **Punjab Local Government and Community Development Works and Services** facilitate the implementation of facilities that assist in the safe provision of water and access to sanitation. Additionally, several attached departments, such as solid waste management companies, are responsible for waste management in the province.

The **Punjab Environment Protection Department/Agency** is responsible for the protection, conservation, rehabilitation, and improvement of the environment, including the control of water pollution and waste management.

The **Department of Health and Education** is responsible for the provision and management of WASH services in schools and hospitals.

The **Department of Finance** allocates budgets at the local government level with respect to WASH and related services. It also monitors revenue generation in WASH.

3. SITUATION ANALYSIS

3.1. Access to Water and Handwashing Facilities

Pakistan’s Punjab province constitutes more than half of the country’s total population. Seventy percent of this population resides in rural areas. Ninety-eight percent of the population has access to **improved water sources**, mainly through privately owned and managed handpumps. However, evidence indicates that these sources often contain high levels of geogenic contaminants (arsenic, fluoride, and iron) and come from faecal waste and agricultural runoff. In Punjab, inappropriate and unsafe disposal of human excreta and personal hygiene have damaged public health, the environment, and the productivity of cities and agricultural areas. [20] [21]

The situation surrounding **safe drinking water** access in Punjab is complex. According to data from MICS 2017-18, 98 percent of households use improved drinking water sources; however, only 44 percent can access safely managed¹ drinking water. This indicates that not all the water acquired from improved water sources is safe to drink. Within target areas, access to safe drinking water is significantly lower in the districts of Bahawalnagar, Khushab, and Lodhran.

The province’s statistics around access to **handwashing facilities** in Punjab are promising at 92 percent; a closer look reveals a clear disparity between urban and rural areas, with a significant difference in the districts of Khushab and Bahawalpur. [Table 2]

Table 2: Access to Water in Target Areas (%)²

Target Areas	Improved Water Source			Safely Managed Water Source			Handwashing with soap & water		
	Urban	Rural	Overall	Urban	Rural	Overall	Urban	Rural	Overall
<i>Punjab</i>	99	98	98	36	48	44	97	89	92
Bhakkar	100	99	99	66	71	70	97	89	90
Bahawalnagar	99	98	98	17	22	21	95	83	85
Bahawalpur	100	98	99	45	44	44	94	73	80
Chiniot	100	100	100	72	66	68	99	90	93
Chakwal	100	97	98	55	42	45	97	89	90
DG Khan	100	97	98	32	63	57	93	80	83
Jhang	99	100	100	68	57	60	97	91	92
Khushab	99	93	95	32	24	26	84	65	71
Lodhran	100	99	99	30	23	24	94	82	84
Multan	100	100	100	33	57	46	98	88	92
Muzaffargarh	99	100	100	72	61	63	96	91	92
Mianwali	99	97	98	68	54	57	96	88	90
Pakpattan	100	99	99	31	46	43	97	91	92
RY Khan	97	99	99	58	55	55	97	85	88
Rajanpur	100	94	96	79	44	49	94	82	84
Sargodha	99	100	100	47	42	44	98	96	97

3.2. Water Quality and Treatment

Even when water sources are from improved facilities, **water quality** remains a challenge, with only half of the 168 samples tested across the province meeting safety standards [22]. In addition to the water

² Analysis of WASH Punjab MICS 2018, Copyrights HUD&PHED, Government of Punjab and UNICEF

quality challenge, household **water treatment** practises are notably lacking, as a mere 4.5 percent of households treat water, leaving the remaining 96 percent at risk of using contaminated water [20].

3.3. Sanitation

Regarding **sanitation** practises data from MICS 2017-18 reveals that while 80 percent of households use improved sanitation facilities², only 33 percent can access safely managed³ sanitation and 41 percent can safely dispose of excreta in situ. 13 percent of households still practise **open defecation** in Punjab. Open defecation is much more prevalent in rural areas, where as many as 19.7 percent engage in open defecation. The highest open defecation ratio was reported in Rajanpur (%), Chiniot (%), and DG Khan (%). [Table 3]

Table 3: Sanitation Snapshot of Target Areas (%)

Target Areas	Improved Sanitation			Safely Managed Sanitation			Open Defecation			Safe disposal in situ of excreta from onsite sanitation facilities		
	Urban	Rural	Overall	Urban	Rural	Overall	Urban	Rural	Overall	Urban	Rural	Overall
Punjab	93	73	80	20	40	33	1.4	20	13	23	50	41
Bhakkar	97	72	76	45	46	46	1.8	26.2	23	52	65	63
Bahawalnagar	83	66	69	33	40	38	4.6	27	22	40	51	48
Bahawalpur	88	61	69	15	29	24	3.7	29	21	21	43	36
Chiniot	82	48	59	30	31	31	3.5	50	35	33	38	36
Chakwal	93	84	86	62	58	59	2	13.5	11.4	70	68	68
DG Khan	95	53	61	38	26	28	4	41	34	47	36	38
Jhang	93	60	67	37	36	36	4.2	38	31	41	44	43
Khushab	89	59	68	30	35	34	6	39	30	38	53	49
Lodhran	82	59	63	7.6	32	28	1.6	27.5	23	13	46	41
Multan	85	46	63	2.7	17	11	0.3	20	11.4	3.5	24	15
Muzaffargarh	75	64	66	37	28	29	21	30	29	48	43	43
Mianwali	86	82	83	32	53	49	4.2	16.2	14	44	70	65
Pakpattan	94	64	69	23	37	34	1.7	21.3	18	26	48	44
RY Khan	98	69	75	12	37	31	0.9	26	20	13	47	39
Rajanpur	82	46	52	30	22	23	7	44	38.4	39	33	34
Sargodha	96	75	81	31	42	39	1.5	23	17.2	38	55	50

[Source: Analysis of WASH Punjab MICS 2018, Copyrights HUD&PHED, Government of Punjab and UNICEF]

3.4. Waste Management and Disposal

Pakistan generates approximately 30 million metric tonnes of **municipal solid waste (MSW)** per year. Around 50 percent of this waste is collected through formal or informal arrangements. About 60-70 percent of solid waste in the cities is collected. The waste collection fleet typically consists of handcarts and donkey pull-carts for primary collection, then open trucks, tractor/trolley systems, and arm roll containers/trucks for secondary collection and transport. Some municipalities hire street sweepers and sanitary workers to augment other collection methods. They use wheelbarrows and brooms to collect solid waste from small heaps and dustbins, then store it in formal and informal depots. [23]

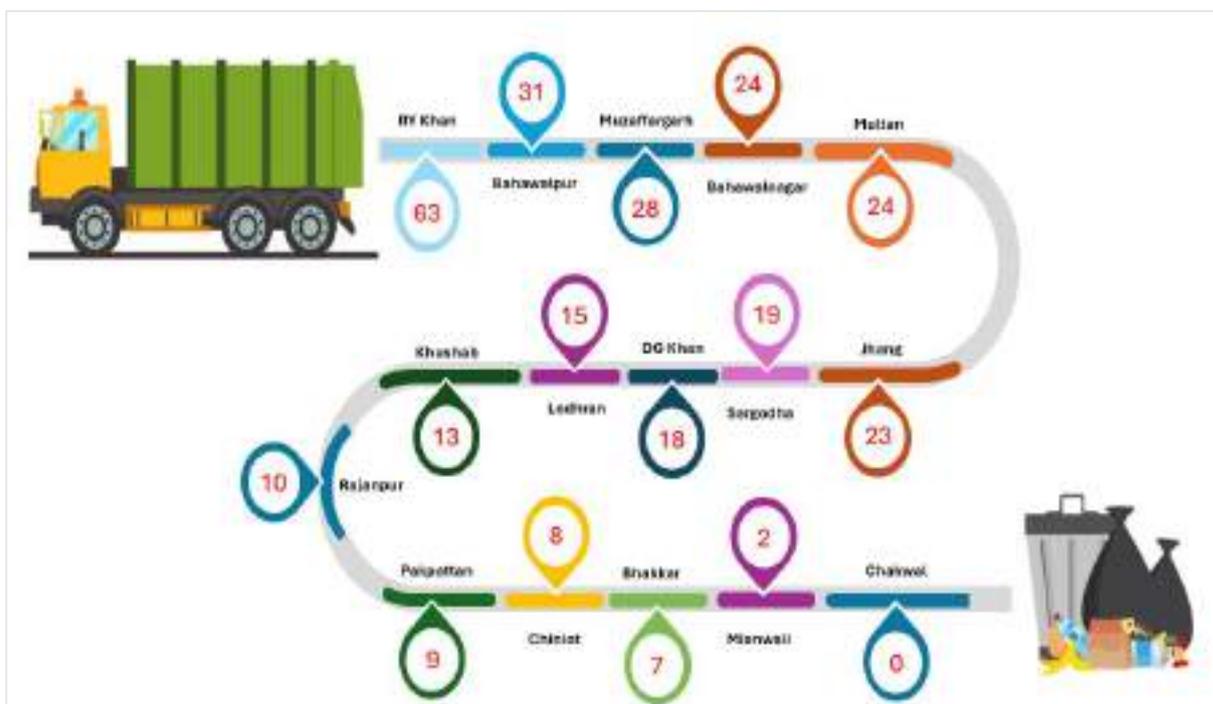
Waste management and disposal is an enormous challenge as the country has almost no managed landfill sites for waste disposal; therefore, most municipal waste is either burned, dumped, or buried on vacant lots. The size and number of waste disposal stations vary among areas, with larger cities having fewer but larger stations and smaller cities having a greater number of smaller stations spread across the

district. This diversity highlights the need for tailored waste management strategies that consider the unique needs and characteristics of different communities in Punjab.

Pakistan is a signatory to the Paris Agreement and, in its Nationally Determined Contribution (NDC), has committed to reducing 20 percent of its greenhouse gas (GHG) emissions by 2030. The current waste management system is largely inadequate, lacking planning, equipment, and public awareness, with services provided primarily by municipalities and limited to partial collection and open dumping or burning. [23]

Regional disparities in waste disposal station coverage also exist in Punjab, with South Punjab having 42 percent of the province's waste disposal stations despite only representing 23 percent of the population, and North Punjab having just 1 percent of the total disposal stations, despite representing 10 percent of the population. [23] **[Box 6]**

Box 6: Waste Disposal Station in Target Areas



Proper sanitation systems include the safe collection, treatment, and disposal of wastewater, solid waste, and other hazardous materials. The treatment and reuse of wastewater can help mitigate its detrimental effects on the water bodies that receive it. By treating and reusing wastewater, its potential impact on water bodies can be minimised [24]. In response to the challenges posed by waterborne diseases, the Government of Punjab allocates a substantial budget of PKR 101 billion to create awareness about waterborne diseases and the importance of handwashing in preventing their transmission [25].

3.5. Malnutrition

The poor state of sanitation and hygiene practises in Pakistan has had significant consequences for various aspects of life, including premature deaths, economic and financial costs from diseases caused by poor sanitation, environmental costs, and other welfare costs. National figures reflect the high prevalence of **stunting and wasting** among rural and urban households at 34 percent and 26 percent, respectively. Within the province, stunting is significantly high in Rahim Yar Khan, Dera Ghazi Khan, and Rajapur. A significantly high correlation exists between the prevalence of stunting, episodes of diarrhoea, and the practise of open defecation in the above-mentioned districts. [20]. **[See Table 4]**

Addressing stunting requires a multifaceted approach that addresses undernutrition, diarrhoea and environmental enteric dysfunction through food, nutrition, healthcare interventions, water and sanitation interventions and hygiene and feeding interventions.

Table 4: Malnutrition and Diarrhoeal Prevalence Snapshot of Target Areas (%)

Target Areas	Stunting Prevalence	Wasting Prevalence	Underweight Prevalence	Overweight Prevalence	Diarrhoeal disease episode in last 2 weeks
<i>Punjab</i>	31	7.5	21	2	14
Bhakkar	37	8.3	26	0.9	16
Bahawalnagar	39	7.4	27	1.7	16
Bahawalpur	37	8.6	26	2.2	11
Chiniot	36	7.5	19	2.3	11
Chakwal	24	8	15	3.3	10
DG Khan	46	8.9	32	1.2	22
Jhang	35	8.9	23	1.5	20
Khushab	33	12.4	24	1.1	9
Lodhran	44	9.3	27	4.5	16
Multan	36	7.4	22	1.5	17
Muzaffargarh	39	6.1	24	2.2	29
Mianwali	27	8.2	20	1.3	16
Pakpattan	36	6.8	26	1.6	12
RY Khan	46	8.6	33	1.2	8
Rajanpur	47	8.7	33	1.5	28
Sargodha	28	7.8	21	1.2	15

[Source: MICS 2017-2018]

3.6. Maternal and Child Health

In terms of **antenatal care**, coverage is notably low in rural areas, with 52.9 percent of women having at least 4 visits and 15.7 percent having at least 8 visits [20]. High rates of **anaemia** (41.7 percent) and **vitamin D deficiency** (80 percent) in women of reproductive age are also concerning [7]. **Breastfeeding practises** in Punjab indicate a decent level of breastfeeding initiation, where approximately 42 percent of women reported **exclusive breastfeeding**, 50 percent reported **predominant breastfeeding** for infants under 6 months, and 34.9 percent reported **continued breastfeeding for up to 2 years** [20]. However, despite these positive aspects, the importance of exclusive and continued breastfeeding cannot be overstated, as breastfeeding acts as a shield against the two leading causes of death in children under the age of 5, namely pneumonia and diarrhoea.

3.7. Immunization

While the percentage of **fully immunised children** aged 12-23 months stands at 66 percent, significant variations exist in coverage within provinces and districts. This highlights the need for more targeted efforts to ensure uniform access to immunisation services [3]. Furthermore, despite the existence of the National Immunisation Programme, approximately 20,000 children die from measles annually in Pakistan. Achieving the objectives set out by the Extended Programme of Immunisation (EPI) is essential and addressing gaps in coverage requires expanding access to vaccination services and combating barriers [26].

3.8. Baby WASH in Pakistan

Inadequate WASH services impact child nutritional status in multiple ways. For example, prolonged exposure to many faecal pathogens can cause frequent episodes of diarrhoea which causes weak immunity and increases the risk of stunting and wasting in children. Evidence has shown that the integration of WASH with maternal, new-born, and child health (MNCH), nutrition, and early childhood development (ECD) programmes known as Baby WASH can have a profound impact on child health outcomes and support several of the SDGs, including SDG 2 (zero hunger), SDG 3 (good health and well-being), SDG 4 (quality education), SDG 6 (clean water and sanitation), and SDG 17 (partnerships for the goals) [27].

Unhygienic food preparation and storage practises also contribute to the transmission of intestinal worms and typhoid fever. Besides water, food is another major cause of diarrhoea especially when it is prepared or stored in unhygienic conditions.

Exploration grounds within household premises pose significant contamination risks. These areas often become contaminated due to the **presence of livestock**, and the accumulation of animal waste, dirt, sewage, and other contaminants. Children engaged in active play in these environments may get affected by E coli through soil and chicken faeces [28]. Unfortunately, there is no available evidence specific to Pakistan or Punjab to understand the current state of these hazards.

The desired scenario for exploration grounds is one where the spaces within households are safe and free from contamination, providing infants with a secure environment for crawling, walking, and playing during their early years. This implies a clear **separation from areas exposed to animals**, household waste, and livestock contamination. Furthermore, the concept of a safe and clean household, inside and outside, should be the norm to ensure the health and well-being of all children.

3.9. Menstrual Hygiene Management

According to the MICS 2017-18 survey, 82 percent of women in rural Punjab reported using appropriate menstrual hygiene materials and having access to a private place for changing and washing at home. However, 16.2 percent of rural women reported not participating in social activities, school, or work due to their last menstruation within the past 12 months. [20]

Evidence suggests that girls in rural Punjab often have limited knowledge about menstruation, struggle to access sanitary materials, and experience high levels of fear and anxiety during menarche. In a cross-sectional survey of 1,267 girls, 60 percent admitted to restricting their movements and avoiding socialising due to menstruation. Among girls attending school, 79 percent did not use hygienic materials, and many girls described poor nutritional intake due to misconceptions about foods that should be avoided during menstruation. Hygiene promotion is generally lacking in schools, and the limited access to affordable sanitary materials and the absence of girl-friendly toilets obstruct appropriate menstrual hygiene management, due to which adolescent girls continue to stay away from school during menstruation. [29]

To address these challenges, it is crucial to improve school WASH facilities, recruit female teachers, provide sanitary pads in schools, and educate both teachers and mothers to help girls understand menarche and the associated fears and myths. Awareness around effective management of menstrual hygiene and the school WASH facilities is vital, as they can support girls in managing menstruation during school hours, affecting their attendance and performance.

3.10. Gender and Marginalisation

Women in Pakistan represent approximately half of the total population, with a majority residing in rural areas and engaged in the agricultural sector. In general, women's work that extends over productive, reproductive, care, community, and social work does not always get the due recognition, as most women

work as unpaid family workers or on low wages. This imbalance is evident from the fact that, for every hour a man spends on unpaid care and domestic work, women spend 11 hours doing the same. [30]

Insufficient access to WASH facilities at home and in schools negatively impacts women and girls, as the time spent collecting water and managing menstrual hygiene can cause missed opportunities. According to the MICS 2017-18 survey, 30 percent of households in Punjab did not have drinking water available on premises; 26.3 percent of women are usually responsible for collecting water from sources. Women and girls are vulnerable to harassment or violence while travelling long distances to fetch water, using shared toilets, or practising open defecation.

Besides women, the elderly, persons with disabilities (PWDs), and religious and ethnic minorities also face vulnerabilities due to physical challenges, social stigma, and limited participation and representation at the community level. Quite often, the WASH facilities in households and in public do not cater to the needs of PWDs and the elderly. In this context, providing WASH facilities that include gender-specific and inclusive structural features like ramps and railings for the elderly and persons using wheelchairs, English toilets for the elderly and pregnant, girl-friendly toilets, and inclusive handwashing facilities are some elements that ensure their participation. For awareness-raising interventions, these principles can be upheld by ensuring inclusion of all groups in training sessions and community groups and incorporating gender-sensitive and inclusive content while developing specific messages.

3.11. Health Cost of Inadequate WASH in Pakistan

A recent study commissioned by WaterAid Pakistan, ‘Health Costs of Inadequate WASH in Pakistan’ [31] reveals that the **annual cost of inadequate WASH** has reached PKR 209.23 billion as of March 2023. This cost is divided into direct healthcare expenses of 53 percent and productivity loss, including absences from work, school, and caregiving due to WASH-related illnesses, accounting for 47 percent of expenses. Among WASH-related illnesses, **malaria incurs the heaviest financial burden** on households, comprising 50 percent of the total cost, followed by typhoid and diarrhoea.

This financial burden is disproportionate across provinces, where households in Punjab bear most of these expenses, contributing 58 percent to the overall cost. The impact is most significant for the poorest and poorer quintiles, who spend 17 percent of their income, compared to the 7 percent contributed by the richest and richer income quintiles. In addition to this, **open defecation also incurs an economic cost** to households due to the time lost for open defecation. The value of time lost due to shared toilets amounts to PKR 69 billion, distributed as 66 percent in rural areas and 34 percent in urban areas.

Household expenditure on WASH services is significant, with an annual expenditure of PKR 168.3 billion. Of these, 64% was spent on hygiene services, 19% on water, and 17% on sanitation. Of the hygiene spending, 27% was spent on menstrual hygiene, 38% on domestic hygiene, and 35% on hand washing. Analysis revealed that **increased household spending on sanitation reduced the cost of diarrhoea**.

3.12. Household Willingness to Pay

Another recent study conducted by WaterAid Pakistan’s ‘Consumer behaviour and household willingness to pay’ [32] analysis revealed that out of all households (sample 1008), the average base willingness to pay for piped water amounted to PKR 237.2, while for water standposts, it was PKR 220, and for solid waste management, it was PKR 144. [Table 5]

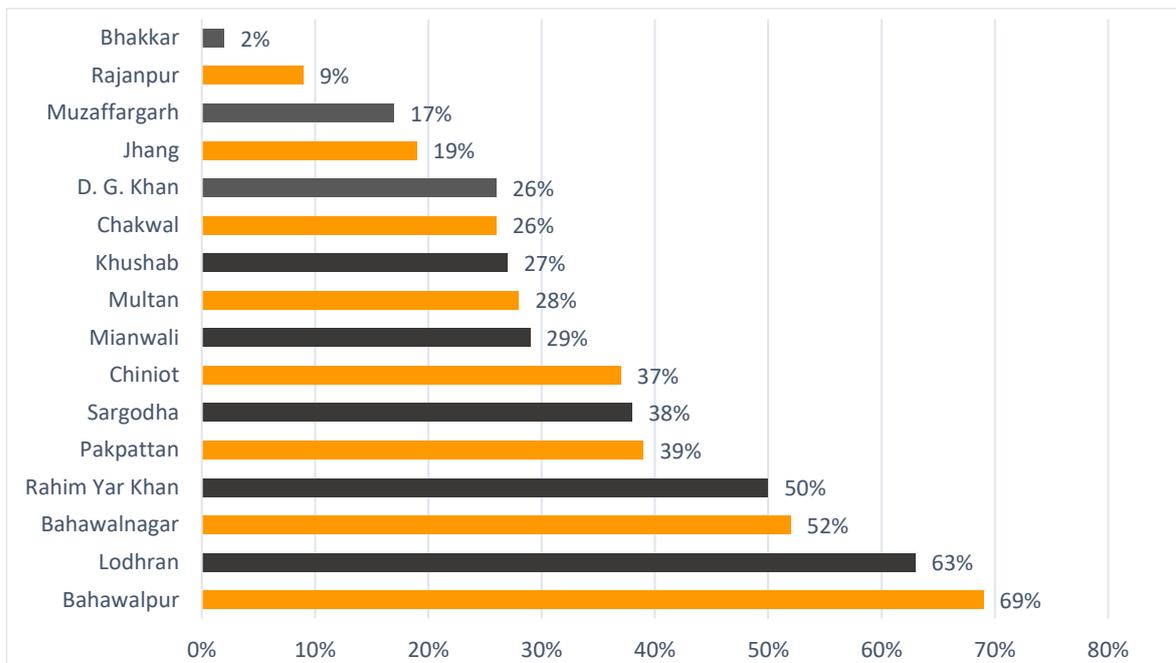
Table 5: Households' willingness to pay (WTP) in PKR

Service	WTP	z-value	[95% CI]
Piped water	237.2*	9.49	188.3 – 286.2
Water standpost	219.8*	10.32	178.0 – 261.5
SWM	144.2*	30.86	135.0 – 153.3

[indicates statistical significance]*

About 34.5 percent of households were willing to pay for an improved water supply system. **[Figure 1]** Several factors affected willingness to pay, which included household income, perception of water quality, household size (measured by the number of rooms), distance to cleaner water sources, and the primary source of drinking water. For solid waste management services, income, the number of rooms in the household, and the household's employment status were positively and significantly associated with willingness to pay.

Figure 1: Household Willingness to Pay for Improved Water Service (%)



4. FINDINGS OF FORMATIVE RESEARCH – A SNAPSHOT

WaterAid Pakistan conducted formative research in target tehsils to guide the design of a strategy for the behaviour change communication and capacity development project. The formative research encompassed a comprehensive assessment of current behaviors, including knowledge, practices, attitudes, perceptions, and social norms. It delved into the determinants influencing behavior, such as social beliefs, motives, and barriers, while also considering touch points, power relations, and their correlation with socio-demographic variability related to handwashing with soap at critical times.

This holistic approach has ensured a well-informed and nuanced strategy that addresses the multifaceted aspects of WASH and the overall objectives of the project. The following framework describes the key findings of the formative research.

Key Findings	Key Issues	Recommendation/s
<p>Safe Drinking Water: 91% of HHs perceived unclean water as harmful and a cause of abdominal pain, diarrhoea, hepatitis A/jaundice, and cholera. To treat unclean water, boiling and filtering were perceived as the most appropriate methods. Almost all HHs were using improved drinking water sources (particularly boreholes, tube wells, and hand pumps); however, water treatment was largely neglected. The common barriers were the unavailability of resources to treat water and a lack of knowledge on water treatment methods.</p>	<p>The situation analysis highlighted the challenges associated with access to drinking water and its contamination. Not only that, but the household water treatment practises in Punjab depicted a grim picture, as a mere 5% of households were treating water, leaving the majority at risk of drinking contaminated water. Despite the acknowledgement that boiling, and filtering are the most appropriate methods for water treatment, the actual practise and social perception of these practises are notably lacking, emphasising a collective challenge.</p> <p>Moreover, the research highlights various barriers, particularly a lack of resources for water treatment and a general lack of knowledge on water treatment methods. These barriers contribute significantly to the knowledge-practice gap.</p>	<p>Behaviour change would be an effective way to address the knowledge-practice gap in HHs. It should focus on three primary target groups: (i) women of reproductive age, including mothers; (ii) male members of the communities; and (iii) community influencers. The main interventions should include (i) a media campaign (through local channels or cable) and (ii) the sensitization of agents of change (e.g., healthcare staff, particularly LHWs, teachers, youth, religious clerics, and community elders).</p> <p>The purpose of this component should be to promote hygienic practises related to safe drinking water, water treatment and storage at household level.</p> <p>A community-led awareness campaign for identified issues should be launched at three levels. (i) at the community level, by establishing community-led WASH committees to monitor water quality and raise awareness about simple, affordable water treatment methods.</p>
<p>Handwashing with Soap and Water: The knowledge and practise of handwashing at critical times were high for two out of five times (before eating and after using the toilet), as it was widely believed that handwashing provides protection from germs, viruses, and bacteria. At the same time, about half of the HHs had no handwashing facility.</p>	<p>The research findings confirm the province's statistics around access to handwashing practises in Punjab. But a handwashing facility was only available in half of the HHs, and the unavailability of soap and water further discouraged the handwashing practice.</p>	<p>Behaviour change focusing on the three primary target groups should promote hand hygiene practises especially at critical times. This could be done through community-led door to door awareness sessions.</p>
<p>Safe Sanitation: In terms of waste management, knowledge and reported practise were similar. Toilet waste and child or human faeces were being disposed of in flush or covered toilets, kitchens, and courtyards. Waste was being thrown in garbage, drains, or ditches. Menstrual waste was either thrown in the garbage or burned and buried. 69% of HHs had access to improved toilet facilities; a total of 30 HHs out of 385 were practising open defecation. Lack of a designated dumping site for waste disposal and affordability to buy material</p>	<p>The current state suggests a severe lack of awareness and ignorance in communities about the implications of practising unsafe sanitation, especially open defecation, and unsafe disposal of sanitation waste. Toilets at household level are scarce, which encourages open defecation.</p>	<p>A community-led awareness campaign for identified issues should be launched at three levels. (i) at the community level, by establishing community-led WASH committees to sensitise on about safe sanitation practises, and waste management while emphasising the long-term health benefits of improved services to strengthen community's willingness to pay for improved WASH services.</p>

Key Findings	Key Issues	Recommendation/s
<p>for toilet cleaning were the most common barriers to sanitation practise and disposal.</p>		
<p>Maternal Health: 95% of women had at least one antenatal visit during their last pregnancy, while 54% of women received postnatal care. The health-seeking behaviour was challenging for some women due to 'distance from HCF', 'lack of money for transport, medicines, etc.', and 'lack of support from family to accompany women to HCF'.</p>	<p>The imminent issues identified, health-seeking behaviours for pregnant mothers and children, sensitization of signs of malnutrition, promotion of iron rich diet and supplements and awareness.</p>	<p>IEC material for healthcare facilities should be developed in the form of pictorial flip charts in line with the issues identified. Pictorial information is easy to describe and understand.</p> <p>At the HCF level, by including relevant messages during health education provided during antenatal, postnatal, and regular check-ups. This will strengthen patients' knowledge of drinking unclean water and its harmful effects on the health and nutrition of both mother and child.</p> <p>Capacity building of HCF staff will ensure effective deliver and sustained information.</p>
<p>Infant and Young Child Feeding: 79% of respondents reported having exclusively breastfed their last child for up to 6 months; 69% reported having introduced semisolid food after 6 months. Challenges related to breastfeeding include inadequate milk supply and the affordability of the nutritious diet for breastfeeding mothers.</p>	<p>Awareness of the nutrition and dietary diversity of mother and child, including the inclusion of nutritious foods such as iron and zinc in the diet or as supplements needs consistent encouragement. Nutritional deficiency in mothers is a persistent gap in maternal health outcomes, which would need effective prioritisation to address food security and healthy eating habits.</p> <p>Despite encouraging knowledge and behaviours regarding breastfeeding, and child feeding practices, the importance of exclusive and continued breastfeeding cannot be overstated, as breastfeeding acts as a shield against the two leading causes of death in children under the age of 5, namely pneumonia and diarrhoea.</p>	<p>Sensitisation for this behaviour should be focused on household level and HCF level, by including relevant messages during health education during HCF visits and through community awareness session.</p> <p>Capacity building of HCF staff will ensure effective delivery and sustained information.</p>
<p>Immunisation: Almost all respondents were aware of the importance of childhood vaccination and reported having administered vaccinations to children according to schedule. Few respondents faced difficulty getting their child vaccinated, mainly due to a lack of transportation facilities and long distances to HCF.</p>	<p>The importance of immunisations cannot be overstated for child vaccination. Although the findings depict encouraging trends, but prevalence of water borne diseases as corroborated from school and HCF records obligates vaccine promotion.</p>	<p>Sensitisation for this behaviour should be focused on household level and HCF level, by including relevant messages during health education during HCF visits and through community awareness session.</p> <p>Capacity building of HCF staff will ensure effective deliver and sustained information.</p>

Key Findings	Key Issues	Recommendation/s
<p>Menstrual Hygiene Management: Besides avoiding religious duties, women were also reported to be avoiding bathing or using water for cleaning themselves. Access to sanitary material, lack of knowledge to manage menstruation hygienically, and affordability to buy material pads from the market were key challenges.</p>	<p>and prevailing myths that bar menstruating women from managing menstruation hygienically (such as the use of water during periods) are some of the behaviours that need to be addressed to encourage personal hygiene.</p>	<p>Self-selected women's groups could also be created to sensitise girls and mothers to the importance of maintaining hygiene during periods.</p> <p>Strengthening the role of WASH clubs in girl's schools to remove myths regarding hygiene maintenance. It is also crucial to improve school WASH facilities, recruit female teachers, provide sanitary pads in schools, and educate both teachers and mothers to help girls understand menarche and the associated myths.</p>
<p>Baby WASH: The knowledge and practise regarding baby WASH were sufficient; more than half of respondents perceived that by keeping sharp things away from children and covering fall zones such as open drains, pits, etc., they could keep an eye on children's exploration activities. However, barriers such as the availability of clean water in sufficient quantities for food preparation, a lack of space to separate animals from children, and keeping hazardous material away from children were persistently reported by HHs.</p>	<p>The concept of a safe and clean household, inside and outside, is significantly dependent on the available space to separate animals and children, space to keep the kitchen clean, and lack of knowledge to clean frequently used surfaces such as doorknobs, etc., as findings depict that household-level cleanliness is mainly associated with regular floor cleaning, and laundry, etc.</p>	<p>Sensitisation for these behaviours should be focused at household level through community-led WASH committees to sensitise communities on hygiene practice at household level especially in relation to taking care of children and preparing food.</p>
<p>The findings of school survey reports that 18% schools were acquiring drinking water from an unimproved source of water. About 73% schools reported to have conducted water quality test of schools drinking water source with only half of those tested fit for drinking. Every 1 out of 6 toilets were reported non-functional. All schools had handwashing facility but only 73% had soap and water available at all times. Lack of sanitary staff, lack of toilets, and lack of funds to buy material for cleaning were common barriers at school level.</p> <p>The findings of HCF survey reports that a significant, 73% of all diseases reported in all 12 HCF during the last 72 hours prior to survey were diarrhoeal diseases, followed by skin diseases, and malaria. Only 75% toilets were reported to be inclusive for use by pregnant women, elderly, and women with disabilities. Lack of funds, and lack of sanitary staff were the key barriers of ensuring safe sanitation and disposal in HCF.</p> <p>The qualitative findings reinforce the reported findings, where the communities invite information on identified practises and perceive their adopted behaviours as correct. Lastly, to aim for a sustainable behaviour shift, it is essential to ensure community participation throughout the process to facilitate behaviour change. Involvement of local leaders, youth, and, essentially, women, girls, and persons with disabilities will ensure inclusion and sustained engagement.</p>		

5. THE BEHAVIOUR CHANGE COMMUNICATION (BCC) STRATEGY

5.1. Rationale

Human behaviours are influenced by a multitude of factors, such as surroundings, environment, family, religious, ethnic, societal norms, and local cultural practices. The process of behaviour change is intricately tied to these elements, including the perception of risks or benefits associated with a given behaviour, skills, and belief in the ability to change; access to necessary resources for adopting new behaviours; and the prevailing social, cultural, and religious norms and values within the family, community, and society that make the behaviour acceptable.

In the past, behaviour change programmes were designed under the assumption that knowledge and awareness were the primary drivers of behavioural shifts. Consequently, these programmes relied on educational interventions using posters, brochures, and educational talks as key intervention approaches. Although these methods contribute to addressing behaviours, they have not proved very effective in bringing about lasting change unless complemented by interpersonal communication, constant reminders through nudges, and other supporting mass media strategies. Realising that improved knowledge and awareness alone do not result in behaviour change, systematic efforts are being made in the WASH sector to integrate successful practises from social and behavioural change (SBC). This shift aims to attain more favourable and sustainable behaviour change outcomes and the desired improvements in health from the investments in WASH programming.

Understanding the behaviours and practises of individuals, families, and communities and the underlying emotional and structural tenets that underpin them, are the foundational blocks of behaviour change. Formative research is the tool used for this purpose. It provides behaviour centric insights into what people do, when they do it, and why; within a specific programme area, while also interpreting the actions required to change those behaviours. This process gathers information about the target population to learn about the contextual aspects of behaviours such as the causes, physical, psychosocial, socio-cultural, structural, and other influencers, and barriers to specific behaviours. Devising and implementing behaviour change strategies that are rooted in a deep understanding of the current behaviours and practices and identifying the drivers of change through the formative research process has proven to be effective, with a high probability of the change sustaining over a long period.

As discussed in section 2 “Introduction” and section 3, “Situation Analysis”, Pakistan faces significant challenges in child health and stunted growth. These have resulted in widespread socioeconomic impacts particularly in Punjab where the prevalence rates are much higher than the rest of the country. The long-term aim of this project is to contribute towards reduction of childhood stunting in Pakistan. This strategy, therefore, is based on in detailed analysis of its root causes, with a specific focus on developing an effective strategy to address it through behaviour change intervention. Guidance is also derived from the project scope documents, which are themselves based on available research on the subject, to inform the specificity. This is further built upon by the JV Partners by adopting the "ABCDE" approach to the Behaviour-Centred Design framework, that uses literature review and formative research on-ground to validate and specify the challenges. Resulting from these processes are a set of 13 priority behaviours that have been shown to have direct impact on the incidence of childhood stunting and, increased mortality and morbidity.

5.2. Background and Purpose

The Government of Punjab through Local Government and Community Development Department (LG&CDD) has established Punjab Rural Municipal Services Company (PRMSC) which has been registered under Section 42 of the Companies Act, 2017. PRMSC is implementing the Punjab Rural Sustainable Water Supply and Sanitation Project (PRSWSSP). The company's goal is to transform rural villages into cleaner, hygienic living spaces with improved living standards and civic amenities through the provision and management of sanitation, clean drinking water, and solid waste management. To implement this goal, PRMSC launched the Punjab Rural Sanitation and Water Supply Support Project (PRSWSSP) to uplift 2,000 villages in 16 rural tehsils in Punjab through providing extended water supply, sanitation, drainage, and solid waste management services. PRMSC will have the overall responsibility for providing and managing the designed WASH services while the BCCD

project will focus on inducing desired behaviour change including willingness to pay tariff for the services to ensure proper use and sustainability of these services.

A major component of this project relates to the development of a behaviour change and hygiene awareness programme to empower people in targeted villages to use, develop, and maintain water and sanitation facilities efficiently. The project foresees a range of benefits, including enhanced health, increased productivity, water conservation, socioeconomic development, disease reduction, wastewater reuse, and strengthened local governance, ultimately contributing to improved community health and well-being.

This multifaceted strategy will be designed to increase awareness about the existing WASH conditions, their implications on health and livelihoods, awareness on proper and optimal use of WASH services, and instigate appropriate behavioural change on agreed behaviours that include:

- maintaining cleanliness in public spaces
 - enhancing baby WASH practises (covering prenatal and post-pregnancy care, breastfeeding, mother and child vaccination, and nutrition)
 - minimising hazards associated with playgrounds
 - ensuring the separation of children from animals
 - proper animal waste management
 - solid waste collection and management.

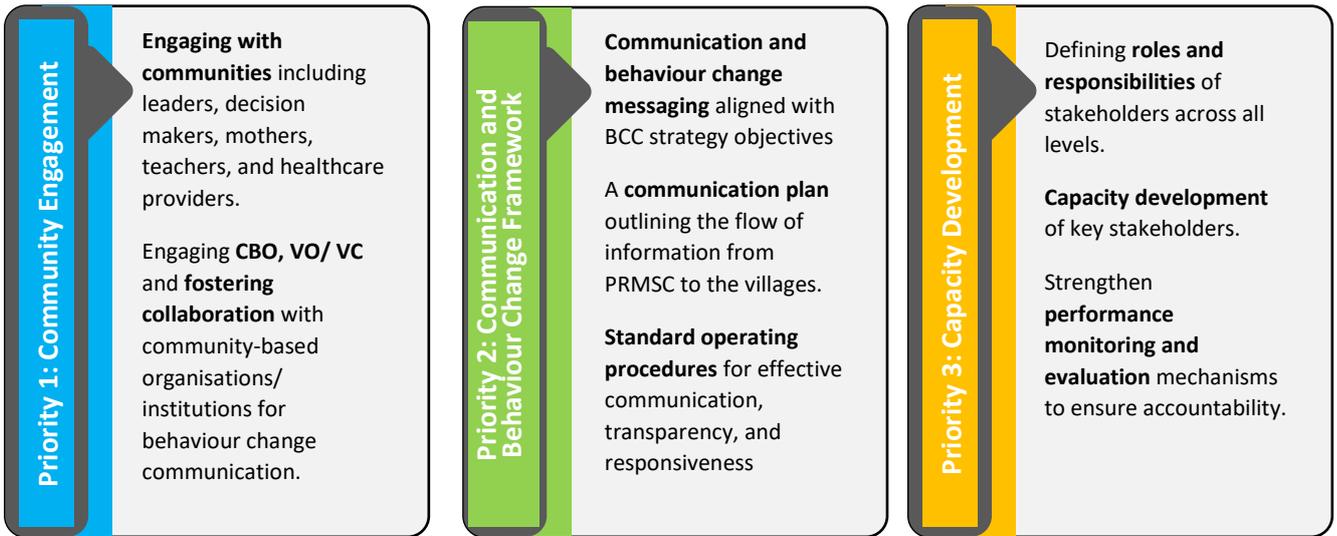
Additionally, it will seek to encourage community willingness to financially support WASH services provided by PRMSC (willingness to pay), ensuring continued access to clean water, sanitation, and hygiene, while facilitating effective service management

5.3. The Strategic Objectives and Priorities

The BCC strategy will create a structured framework and guiding principles to define key communication elements and raise awareness around key priority behaviours within the selected project areas in Punjab province. It will also illustrate the roles of different stakeholders within the overarching framework. Specifically, the strategy will address the following objectives, as have been mentioned before:

1. To sensitise communities around the acceptability and sustainability of services provided by PRMSC in the target area of the rural Punjab, and foster community responsibility and willingness to invest in WASH services, ensuring their long-term sustainability and continued access.
2. Promote sensitisation on hygiene among diverse community members ensuring gender equity and social inclusion. Maximize awareness through integrated communications, incorporating insights from community mobilization and advocacy initiatives.
3. To improve awareness and practices within target communities on WASH malpractices or conditions and their direct impact on the health and overall well-being of residents.
4. To provide a guiding framework for external and internal communication, define how communication will flow from PRMSC to the village level, and clarify the roles and responsibilities of stakeholders.

Figure 2: Strategic Priorities

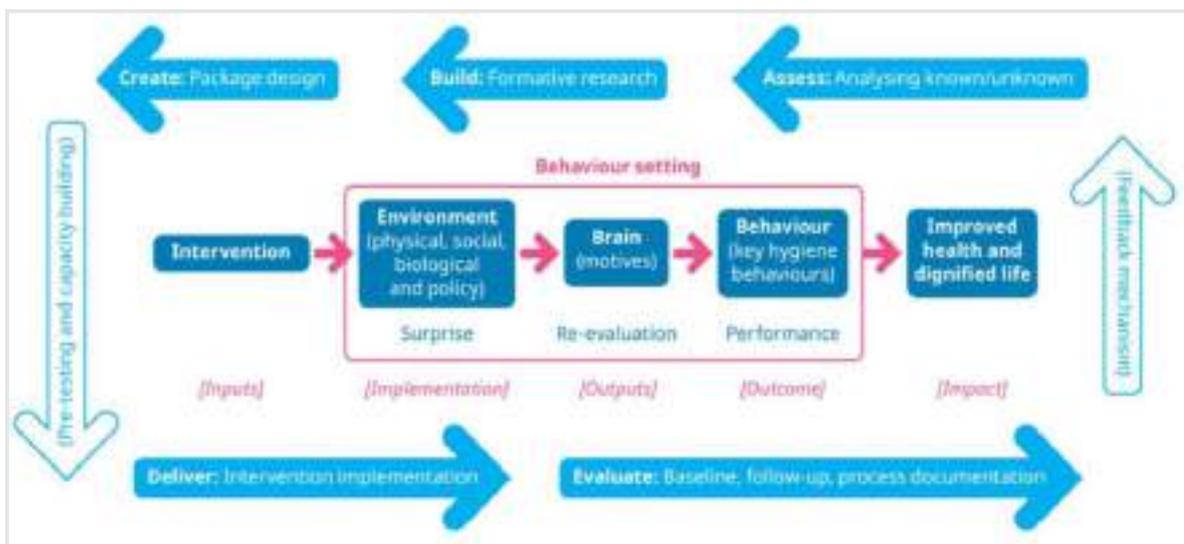


5.4. The Conceptual Framework

The WaterAid Behaviour Centred Design (BCD) approach will be applied to develop a BCC strategy. This approach emphasises understanding and influencing human behaviour through a systematic process. It goes beyond traditional communication methods to create interventions that effectively promote improved behaviours. The approach will involve researching and identifying the determinants, motives, barriers, and social norms related to the desired targeted behaviours through evidence of formative research. By integrating BCD into the development of the BCC strategy and intervention package, we aim to create interventions that are more effective, engaging, and context-specific, ultimately leading to positive and sustainable outcomes.

In this context, the BCD approach will be employed to assess, build, create, design, and implement communication strategies and interventions that address specific targeted behaviours in the context of the selected areas of rural Punjab. The approach will involve researching and identifying the determinants, motives, barriers, and social norms related to the desired targeted behaviours through the evidence of formative research. It will utilise emotional triggers, visual cues, and other motivational factors to engage the target audience and facilitate a lasting process of awareness-raising to improve behaviour. *[See]*

Figure 3: Strategy Development Framework



5.5. Strategy Development Process

The development of the BCC strategy is based on the findings of formative research, creating an effective dissemination plan to instil behaviour change within rural communities, focusing specifically on the 2,000 villages benefiting from PRMSC's WASH services. The efforts will be further sustained through a capacity-building and training initiative involving both PRMSC and its stakeholders. The strategy development process will follow the following seven steps described below and illustrated in **Figure 4**.

- 1. Identification of priority behaviours:** Based on the request for proposal (RFP), our first step entailed reaching a consensus on a set of priority behaviours around which the interventions will be based. This was achieved by collaborating with our joint venture (JV) partners and PRMSC staff to identify and develop the measuring indicators for each behaviour. Consequently, a list of 13 key behaviours, along with their respective indicators, was finalised by PRMSC.

Behaviours around baby WASH are new areas of intervention both for WaterAid Pakistan and JV partners. In fact, it is a new intervention area in Pakistan as well, with limited research to guide measuring indicators.

- 2. Secondary data review:** A thorough examination of both known and unknown elements was conducted through a desk review/ meta research process of available literature and body of knowledge in provincial and national context. The insights gained from this helped in understanding the gaps in services availability and demand, developing an assessment of the on-ground situation, and framing the basis on which the formative research was carried out. On completion, this allowed us to move from the "A-access" stage to "B-build".
- 3. Formative Research:** Comprehensive formative research was conducted in 384 representative households in the 2000 villages. The research insights informed us about the priority behaviours and the prevailing knowledge, attitudes, needs, intentions, habits, beliefs, norms, determinants, and information sources around each behaviour. This was used for designing context-specific communication strategies to meet the needs and preferences of the target audiences.
- 4. Consultative Process of Strategy Development:** The strategy development process involved a consultative process to engage all stakeholders to assess the current behaviour in the selected areas of Punjab and the existing communication channels, motives, touch points, etc. as identified from the findings of meta research/ gap analysis and the formative research. This process was in line with the long-term goal of contributing towards a significant reduction in childhood stunting and increasing the communities understanding around its multifactor causes and the detrimental effect it has throughout the life of the stunted individual.

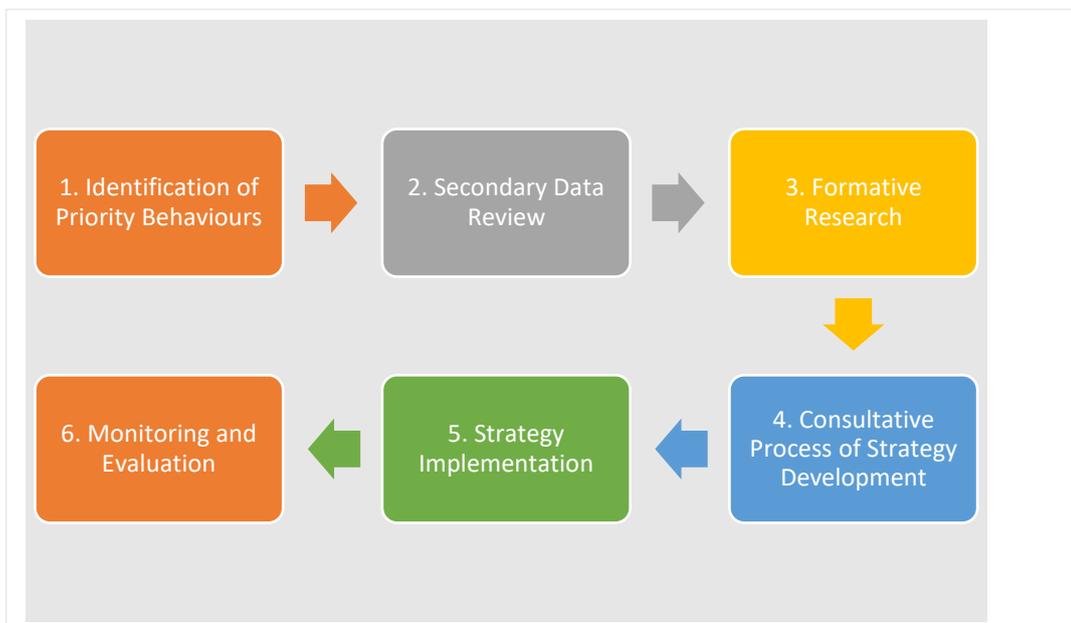
A Creative Group was established, comprising two committees that spearheaded the strategy development process and will also be actively engaged in its implementation. The two committees, i.e. - the working committee, consisting of WASH and public health experts; representatives from organisations representing gender equity and social inclusion; creative professionals like artists, graphic designers, and writers; local community representatives; government representatives; and other local stakeholders. Their task was to develop and ensure that the final strategy is deeply rooted in the local context and effectively addresses the specific issues encountered in rural Punjab.

The steering committee includes the CEO of PRMSC, Heads of the three JV partners (WaterAid Pakistan, SPO, and M&C Saatchi), and a representative from the World Bank. This committee offers strategic guidance, direction, and advocacy for policy changes that will facilitate the implementation of the BCC strategy.

Baked into the strategy development process is designing of the creative package (**attached as Annexure-I**) which is a practical translation of this strategy. The package has been pretested and the relevant feedback adapted to ensure that it is contextually and culturally sound, and the messages resonate with the people as intended.

5. **Strategy Implementation:** The strategy implementation is the next step. This will involve piloting the strategy in 200 villages of 16 tehsils of Punjab. The creative package has been designed for four settings - households, schools, Health Care Facilities, and Institutions: with six exposures, each reflecting priority behaviours like hand washing with soap and water, safe disposal of solid and liquid waste etc., in each setting. The formative research guides the touchpoints which are most attuned to the target population, such as interpersonal communication, mass media, most impactful social media, community-based interventions, and use of model homes/ families etc. The strategy will focus more on positive reinforcement and social reward mechanism to inculcate good behaviours in the community rather than using fear and similar negative emotions – which have been shown to not have a lasting impact.
6. **Monitoring and Evaluation:** This will be a critical component of BCC and will involve tracking existing statistics related to the targeted behaviour, tracking outputs to ensure that materials are utilised as planned and generating the desired effects, and tracking the reaction of the target audience to ensure that they are motivated by the materials to change their behaviours (e.g., % of people reporting washing their hands with soap and water after defecation). Monitoring and evaluation will identify what is working and what needs to be improved, lessons learned, and replication mechanisms. The lessons learned from the pilot in the 200 villages may help PRMSC use the strategy in the remaining 1800 villages.

Figure 4: Strategy Development Process



6. PRIORITY BEHAVIOUR FRAMEWORK

Table 6: Priority Behaviour Framework presents a list of thirteen areas of focus along with specific behaviours to be targeted in the BCC intervention. The focus areas include raising awareness about the poor WASH conditions in project areas, promoting hygiene in public spaces, emphasising maternal and child nutrition and care, encouraging exclusive breastfeeding and vaccination, promoting hygiene in food preparation, reducing hazards in playgrounds, advocating for proper handwashing, maintaining household cleanliness, separating children from animals, managing animal waste, and improving solid waste collection and management. Each behaviour change target is associated with specific settings, target populations, and measurement criteria to track the effectiveness of the BCC intervention. These behaviours have been selected based on their relevance to childhood stunting and the broader understanding that bringing a positive change in these behaviours would contribute towards its reduction.

Table 6: Priority Behaviour Framework

Priority Behaviours Interventions	Specific behaviours, targeted through BCC intervention	Targets and focus settings	Measurement (Refer Result framework)
Awareness Regarding Existing WASH Conditions in Project Area	<ul style="list-style-type: none"> • Raise awareness on the importance of access to safe water, household water treatment, proper storage (clean container with lid). • Raise awareness on the importance of having access to toilet, use, cleanliness including child faeces disposal. • Raise awareness on the importance of handwashing facilities & soap, its use, good hygiene practices to prevent diseases like diarrhoea, cholera etc. • Household water treatment, clean use of toilet, and handwashing practice increased. • Willingness to pay for water 	<p>Settings: Community</p> <p>Targets: head of the households, male and female adult.</p>	<ul style="list-style-type: none"> • % of HHs, having basic awareness e of the main causes of Child stunting and its impacts • % of HHs respondents who can correctly describe at least two main types of water borne diseases • % of HHs who can explain and practice three measures to prevent water-borne diseases • % of HHs who can explain safe sanitation and have access to functional latrines • % of HHs who can explain at least three critical times of hand washing with soap • % of households practicing handwashing with soap before eating, food preparation, child feeding and after defecation. • % of household willing to pay X amount for safe drinking water
Sensitizing on Maintenance of Hygiene in Public Spaces	<ul style="list-style-type: none"> • Sensitization on the importance of clean public places, proper waste disposal, having access to WASH services in public places and workplaces. 	<p>Settings: public places, religious places, school, HCFs etc.</p> <p>Target population: user’s committee, school/HCF staffs/management committee, religious leaders, head of the institution – workplace etc.</p>	<ul style="list-style-type: none"> • % of public institutions, with functional solid wastes disposal mechanism • % of public institutions with safe drinking water and clean sanitation facilities

Priority Behaviours Interventions	Specific behaviours, targeted through BCC intervention	Targets and focus settings	Measurement (Refer Result framework)
Cognizance on Baby WASH Practices: Maternal & Child Nutrition/Care (Pre-Natal & Post Pregnancy)	<ul style="list-style-type: none"> Maternal nutrition: raise awareness on the key nutrients such as Iodine, iron, folic acid, calcium and zinc, diet in pregnancy, ANC visit for check-up and iron supplementation. PNC visits for check-up. Child Nutrition: healthy eating habits in young children by encouraging consumption of variety of nutritious foods, limiting junk food and sugary drinks. Reduce the exposure of children with unhygienic environment. 	<p>Settings: Community, HHs – primary, health institution ANC-PNC counselling centre – secondary, HCF, etc.</p> <p>Target population: all pregnant women and mothers / guardians of children under five years – primary. All parents, family members - secondary.</p>	<ul style="list-style-type: none"> % of pregnant and lactating mothers who can explain the key food requirements and supplements for better health. % of married women who can explain the importance of pre- and post-natal counselling % of Pregnant and lactating mothers who practice ANC and PNC % of mothers who can explain and encourage healthy food habits in children % HHs with separate child play area
Breastfeeding and Risk Factors	<ul style="list-style-type: none"> Exclusive breastfeeding up to 6 months (including breastfeeding frequently, day and night). Continue breastfeeding until 2 years together with supplementary food. Breastfeeding promotion / counselling during pre-natal and postpartum period. Reduce risk factors such as lack of pre-natal breastfeeding awareness, social support factor, late or lack of pre-natal care etc. 	<p>Settings: Community – primary, secondary – immunization clinic.</p> <p>Targets: all lactating mothers / all mothers of children under five - primary. Guardians of children under five – secondary.</p>	<ul style="list-style-type: none"> % of HHs-women (pregnant and lactating, mothers) who can explain three main benefits of exclusive breast feeding % of HHs-women who can describe at least two critical cares during breast feeding tenure % of children exclusively breastfed up to 6 months and subsequently up to two years with soft food.
Mother and Child Vaccination:	<ul style="list-style-type: none"> Mother: tetanus vaccination during pregnancy (fully immunized). Child Vaccination: Fully immunized / vaccinated children <ul style="list-style-type: none"> BCG – soon after birth, OPV1,2,3 - in 6, 10 & 14 weeks DPT1,2,3+HepB+Hib-in 6, 10 & 14 weeks IPV – 14 weeks Measles1, 2 – in 9 & 15 months Rotavirus1,2 – in 6 & 10 weeks 	<p>Settings: Community – primary, immunization clinic – secondary.</p> <p>Targets: guardians of children under two/five – primary. All parents and all children under five – secondary.</p>	<ul style="list-style-type: none"> % of parents who can describe at least two main benefits of child vaccination % of parents who can describe at least three types of mothers’ and child vaccination % of pregnant and lactating mothers fully vaccinated % of children fully immunized.
Hygiene in Preparation of Food	<ul style="list-style-type: none"> Thorough cooking / re-heating food, cleanliness of serving utensils, handwashing with soap before food preparation and feeding/eating, storing food in clean container with lid, washing vegetable/fruits before eating. Cleanliness of kitchen environment. 	<p>Settings: Community</p> <p>Targets: guardians of children under five – primary. All parents, family members and children under five – secondary.</p>	<ul style="list-style-type: none"> % of women/adolescent girls who practice at least two critical hygienic practices in preparation/serving food % of household practicing safe storage and re-heating stored food before serving.

Priority Behaviours Interventions	Specific behaviours, targeted through BCC intervention	Targets and focus settings	Measurement (Refer Result framework)
Hazards Associated with Exploration Playground	<ul style="list-style-type: none"> Reduce inadequate fall zone, poorly maintain equipment, height of the equipment and raised surface in child play areas. 	<p>Settings: Community and schools</p> <p>Targets: household head, guardians of children under five. School teachers</p>	<ul style="list-style-type: none"> % of HHs' parents/guardians who can identify key HHs hazards to reduce child exposure
Hand Washing	<ul style="list-style-type: none"> Handwashing with soap and water before cooking, before eating/feeding, after defecation and cleaning child bottom, after touching dirt/dust/play, after touching frequently touched surface. 	<p>Settings: Community, public places</p> <p>Target population: guardians of children under five, all family members (men, women, children etc.). Workers, travellers etc.</p>	<ul style="list-style-type: none"> % of HHs who can explain at least three critical times of hand washing with soap % of population who practice handwashing with soap during critical moments
Household Cleanliness (House Keeping)	<ul style="list-style-type: none"> Cleaning household environment (yard, kitchen, child play areas) 	<p>Settings: Community</p> <p>Target: head of households, all family members</p>	<ul style="list-style-type: none"> % of HHs who can explain the benefits of clean environment. % of household with clean environment (no visible human and animal faeces)
Separation of Children from Animals	<ul style="list-style-type: none"> Putting fences /wall to separate animal in HH environment, avoid children exposure with chicken and another pet animal at household. 	<p>Settings: Community, HHs</p> <p>Target: head of households, guardians of children under five, all family members</p>	<ul style="list-style-type: none"> % of HHs parents who can explain the hazards of child exposure to animal wastes % of HHs with specific child play areas, safer from exposure to animals
Proper Animal Waste Management	<ul style="list-style-type: none"> Encourage household to have specific/separate animal waste collection areas which are covered / protected. Encourage manure production, storage, and use. 	<p>Settings: Community, HHs</p> <p>Target: head of households, guardians of children under five, all family members</p>	<ul style="list-style-type: none"> % of HH respondents who can explain at least two critical practices of safe disposal of animal wastes % of HH with separate dedicated areas where they dispose/dump animal faeces.
Better Solid Waste Collection and Management.	<ul style="list-style-type: none"> Household managing solid waste (dispose of waste in designated areas). Introduce 3 solid waste principles (reduce, re-use and recycle). 	<p>Settings: Community, HHs</p> <p>Target: head of households, all family members</p>	<ul style="list-style-type: none"> % of respondents who can explain solid waste management mechanism % of household practicing safer solid waste disposal

7. COMMUNICATION STRATEGY

To achieve the maximum level of effectiveness, our communication strategy will be 'holistic', combining mass media and interpersonal communication approaches informed by global and local best practice. There will be 6 'settings' for the communication: two based on media i.e., mass media and social media, and 4 interpersonal settings, i.e., communities (households and community events), schools, healthcare facilities, and institutions. Mass communication will help reach a wide audience with consistent messaging, while interpersonal communication will ensure personalised engagement, trust-building, and tailored messaging during village level campaign through events and household visits through social mobilization teams and female ambassador of change. These will further be complemented with static nudges in the community to assure that the positive behaviours are continuously and repeatedly reinforced and become part of the communities' basic instincts. Combining all of these will create a comprehensive and effective campaign for behaviour change in rural areas.

This synergistic approach has the potential to not only influence behaviour change in the initial 200 villages but also generate a spill over effect, positively impacting behaviour in additional villages through mass media campaigns and word of mouth beyond the target 200 villages. This approach will help prime and condition the populations of the 2,000 villages in advance of the PRMSC service delivery rollout. It will provide a balanced strategy to address the diverse needs and preferences of the target population.

7.1. Creative group: Working Committee

The strategy is grounded in the collaborative efforts of the member of the creative group, established as an integral part of the strategy's development, implementation, and the monitoring and evaluation process; to ensure that the components of the "ABCDE" approach are holistically covered. This creative group consists of a diverse and skilled multidisciplinary team, including representatives from PRMSC representing the Government, behaviour change experts and technical members from WaterAid (Global and Pakistan), creative talent from M&C Saatchi including - art and design experts as well as content and script writers, individuals with grassroots-level exposure from SPO, representatives from organizations operating in similar contexts and services, and organizations advocating for people with disabilities and inclusivity.

This diverse team serves as the working committee for the creative group, driving the continuous strategy development process and actively participating in the strategy's rollout. This approach ensures that the insights and knowledge gained during implementation are systematically documented and seamlessly integrated into the evolving strategy.

7.2. Communication Strategy Design Principles

The core of the design principles lies in recognizing the need for repetitive and interpersonal engagement. The project aims to deliver the targeted message in four settings, reaching people at least six times. Any behaviour change project or program that exposes people multiple times has a greater effect on sustaining behaviours. However, there is a cost associated with each exposure, specifically in terms of finances, time, and diminishing returns or information fatigue. Therefore, it is imperative to find the right balance in setting the number of exposures that give the optimum return. WaterAid has executed similar

projects in the South Asia and Africa^{3,4,5,6,7} and has determined that reaching the community with six interpersonal exposures, along with continued reinforcement through static and mobile nudges, is the most effective approach for sustaining behaviour change.

The strategy adopts four different settings in which to reach the people. The first is at the community/ household level - the approach involves both social mobilization teams, and Ambassadors of Change (AoC) selected from the same communities. These AoCs will undergo thorough training on the Behaviour Change Intervention Package (BCIP), empowering them to deliver impactful sessions within their villages. The training and capacity-building aspect is discussed in more depth in Section 9.

Building on these community messages, the strategy also provides a mechanism to reach people at schools, healthcare facilities, and public institutes. Students are effective behaviour change agents for their families and communities. With messages already being delivered at the household/community level through parallel activities, reinforcing these messages through the younger and more impressionable generation can add significant value in bringing positive behaviour change.

Considering the formative research findings on reaching to mothers with messages on maternal health and Baby WASH – including immunisation, breastfeeding and nutrition practices, and personal and baby hygiene among others, the key recommendation based on the effective touchpoints is to build the capacity of the healthcare service providers to, once again, reinforce these messages. Accordingly, this strategy adopts HCF's as one of the settings.

Finally, in order to sustain the messages long-term, public institutes including CSO's, VO's, and other relevant bodies will also be targeted with relevant messages and capacity building initiatives – details are discussed in section 9.

The following table summarises the design principles as aligned between PRMSC, WaterAid (Global and Pakistan), M&C Saatchi and SPO through the working committee of the creative group, which forms the backbone of the communication strategy:

³ Gautam, O., et al., 2017. Trial of a Novel Intervention to Improve Multiple Food Hygiene Behaviours in Nepal. [The American Journal of Tropical Medicine and Hygiene](https://doi.org/10.4269/ajtmh.16-0526). ISSN: 0002-9637, E-ISSN: 1476-1645. <http://www.ajtmh.org/content/journals/10.4269/ajtmh.16-0526>

⁴ Sobhan, S., Hauser, A., Huda, T., Waid, J., Gautam, O., et al, 2022. Design, delivery, and determinants of uptake: findings from a food hygiene behaviour change intervention in rural Bangladesh. *BMC Public Health* 22, 887 (2022). <https://doi.org/10.1186/s12889-022-13124-w>

⁵ Manaseki-Holland S, Manjang B, Hemming K, Martin JT, Bradley C, Jackson L, Gautam OP, et al. (2021) Effects on childhood infections of promoting safe and hygienic complementary-food handling practices through a community-based programme: A cluster randomised controlled trial in a rural area of The Gambia. *PLoS Med* 18(1): e1003260. <https://doi.org/10.1371/journal.pmed.1003260> Academic Editor: C

⁶ Om Prasad Gautam, Tripti Rai, Bikash Lamichhane, Khakindra Bhandari and Yael Velleman. Hygiene promotion through routine immunisation: a novel intervention at scale. London: WaterAid; 2017 (<http://www.wateraid.org/policy-practice-and-advocacy/hygiene-promotion-through-immunisation#/programmatic-approach>). Integrating hygiene promotion in Nepal's routine immunization programme. Also featured in "working together, an integration resource guide for immunization services throughout the life course. Country Example (Box 19). World Health Organization, 2018"

⁷ Biran A, Schmidt W, Varadharajan K, Rajaraman D, Kumar R, Greenland K, Gopalan B4, Aunger R2, Curtis V, 2014. Effect of a behaviour-change intervention on handwashing with soap in India (SuperAmma): a cluster-randomised trial. *Lancet Glob Health* 2: e145–54.

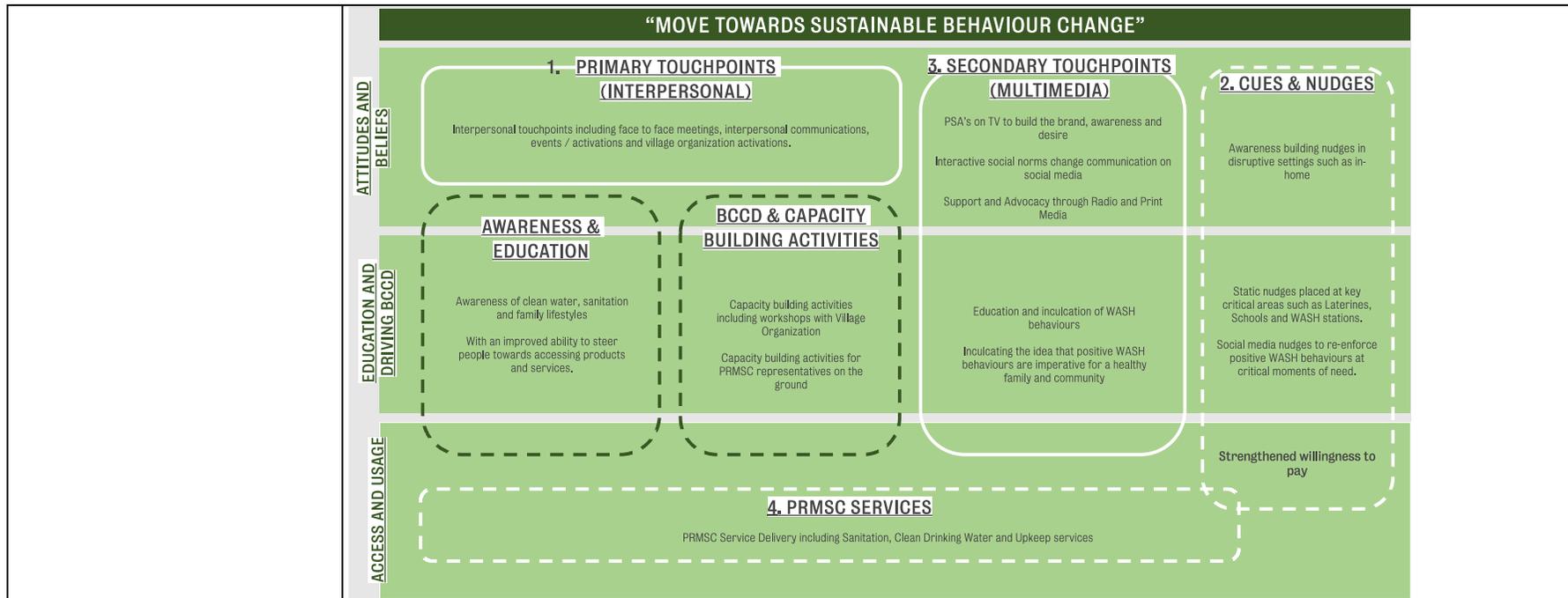
Areas	Focus
Objectives of the BCCD programming	<p>Impact: To contribute towards reduction in child stunting under the age of Five (5) Years in Sixteen Tehsils of Punjab</p> <p>Overall objective of the BCCD: <u>Induce</u> and <u>facilitate</u> health and environment protective behaviours and <u>build community capacity</u> to sustain water supply, sanitation and solid waste services delivered by PRMSC</p>
BCCD Primary and Secondary outcomes	<p>Primary Outcomes:</p> <ul style="list-style-type: none"> • Communities of 2000 Villages are practicing Inclusive Health and Environment’ friendly Protective Behaviours • Capacities of PRMSC Staff, Relevant Stakeholders and Community are built to sustain the Quality of services and Behavioural Change <p>Secondary outcomes:</p> <ul style="list-style-type: none"> • Reduction of common diseases caused by poor WASH & SWM practices • HHs are practicing measures to reduce causes of Child stunting • Improved community practices towards safe sanitation and hygiene practices • Improved access to safe drinking water • Improved practices of ANC, PNC vaccination and Child immunization • Improved awareness and practices of Exclusive Breast-Feeding, Baby-WASH, and nutritious food for children • Increased community access to clean WASH facilities and SWM services at public places • Exposure of children to animal wastes is reduced • Improved community awareness and adopting best practices of MHM • Communities are paying for sustainability (operation and maintenance) of WASH and SWM services • PRMSC staff, FAOC and JV partners capacitated on implementation of the BCC strategy for sustainability • PRMSC staff is capacitated to monitor the Behaviour Change
Guiding Principles for BCCD Communication Package development	<ol style="list-style-type: none"> 1. Communities should be <u>aware</u> of the impact of poor water quality, water handling, sanitation practices, waste management (solid waste, human faecal sludge and wastewater, and animal faecal waste) and hygiene practices on <u>immediate and long-term physical health and cognitive development</u> 2. Communities should <u>understand</u> that drinking contaminated water is not the only pathway for faecal-oral transmission. 3. Communities should <u>understand</u> what is needed to close the hygiene loop and promote health and wellbeing

	<ol style="list-style-type: none"> 4. Communities should know what actions they can take to keep the hygiene loop closed, and how to take them. 5. Communities should understand and relate to the “benefits of action” (above) and “costs of inaction”. 6. Communities should feel a sense of pride and ownership about living in a clean environment and enjoying improved health. 7. PRMSC Tehsil staff and Female Ambassadors of Change should be trained to reinforce BCC messages.
<p>BCCD settings and outcomes</p>	<p>There will be a total of 6 settings as follows over a period of 1 year:</p> <p>Interpersonal:</p> <ol style="list-style-type: none"> 1. Community (community events and HH visits) (200 communities with 126,000 households which includes men, women, and children, lactating mothers, youth, transgender, including family members with any form of disabilities / illness with special focus on caregivers of children under-five). 2. Schools (478 schools with 250 student per school; 267 primary, 125 middle, 86 high. Primary target will be students, secondary target be teachers and support staff). 3. Healthcare Facilities (64 facilities with 15 staff each with a daily footfall of 100 each). 4. Institutions (including Village Organization, Management committees and local government) <p>Media:</p> <ol style="list-style-type: none"> 1. Mass Media (Covering TV and Print, media planning to be informed through a data driven approach). 2. Social Media (Covering Social Media and Mobile, planning to be informed through a data driven approach).
<p>Key behaviours to be focused on in the interpersonal settings</p>	<p>The key behaviours to be focused on in the key settings are as follows, tailored to the relevant settings:</p> <p>14 key behaviours in Community:</p> <ol style="list-style-type: none"> 1. Awareness Regarding Existing Poor WASH Situation and its costs and benefits in Project Scope Area 2. Sensitizing on Maintenance of Hygiene in Public Spaces 3. Maternal & Child Nutrition/Care (Pre-Natal & Post Pregnancy) 4. Breastfeeding and Risk Factors 5. Mother and Child Vaccination 6. Hygiene in Preparation of Food 7. Hand Washing 8. Household Cleanliness (House Keeping) 9. Separation of Children from contaminated areas including animals 10. Willingness to pay for WASH facilities 11. Proper Animal Waste Management 12. Solid Waste Collection and Management 13. Awareness and sensitisation around Menstrual Hygiene Management

	<p>6 key behaviours in Schools:</p> <ol style="list-style-type: none"> 1. Hazards Associated with Exploration Playground 2. Sensitizing on Maintenance of Hygiene in Public Spaces 3. Hand Washing 4. Household Cleanliness (House Keeping) 5. Menstrual Hygiene Management 6. Willingness to Pay <p>4 key behaviours in Health Care Facilities:</p> <ol style="list-style-type: none"> 1. Mother and Child Vaccination 2. Maternal & Child Nutrition/Care (Pre-Natal & Post Pregnancy) 3. Breastfeeding and Risk Factors Hand Washing 4. Awareness Regarding Existing Poor WASH Situation Condition in Project Scope Area <p>6 key behaviours in Institutions:</p> <ol style="list-style-type: none"> 1. Devising Strategy for Proper Animal Waste Management 2. Strategy for Better Solid Waste Collection and Management. 3. Sensitizing on Maintenance of Hygiene in Public Spaces 4. Hand Washing 5. Separation of Children from Animals 6. Awareness Regarding Existing Poor WASH Situation and its costs and benefits in Project Scope Area <p><i>In all settings (Community (HH & community events), Schools, Institutions, Health Facilities) the BCCD interventions should be sensitive to gender equity and social inclusion.</i></p>
<p>Total frequency of exposure and reach</p>	<p>Frequency of exposures: At least 6 times:</p> <p>Target exposures as follows:</p> <p>Media:</p> <ul style="list-style-type: none"> • 8 exposures on Mass Media • 8 exposures on Social Media <p>Interpersonal:</p> <ul style="list-style-type: none"> • 6 exposures at community level (through events and HH visits) • 6 exposures at school level • 6 exposures at health facilities level

	<ul style="list-style-type: none"> • 6 exposures at institutional level <p>Physical on-location static cues and nudges (continuous exposures): These will be placed on location to provide permanent nudges at critical locations such as Latrines, Public WASH placed to nudge audiences at the key moments of need.</p> <p>Projected reach within target communities to exceed: > 90%</p>
<p>How the campaign dissemination will be delivered (roles and responsibilities)</p>	<p>Mass Media and Social Media: The dissemination will be managed and monitored by M&C Saatchi.</p> <p>Dissemination on Interpersonal settings (Communities (Community events and HH visits), Schools, Healthcare Facilities, and Institutions): The dissemination will be managed by SPO. The monitoring will be carried out in multiple layers, with the first layer monitoring by SPO, and the second by WAP.</p> <p>Capacity building/ training: WaterAid will oversee the capacity building initiative and provide technical support, while M&C Saatchi will provide the training on material usage to the staff of SPO and PRMSC. SPO's Social Mobilisers will deliver sessions in all settings.</p>
<p>Campaign delivery channel</p>	<p>The detailed touch point strategy is defined later in the document. The model, as defined in the 3-day creative workshop, and informed through the formative research is as follows:</p> <p>Primary: These are on an interpersonal level which include face to face meetings, interpersonal communications, events / activations, and village organization activations.</p> <p>Physical on-location static cues and nudges (continuous exposures): These will be placed on location to provide permanent nudges at critical locations such as latrines, public WASH placed to nudge audiences at the key moments of need.</p> <p>Secondary: Continuous enforcement / reinforcement of behaviours through h4 heavy media bursts (Broadcast, Print, Social Media, Mobile).</p>

	<p>This is an illustration of how the different delivery channels will cohesively work together:</p>
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<p>Common motivations to be used</p>	<p>The key motivators will be used in the relevant settings as per BCCD best practice:</p> <ul style="list-style-type: none"> • Social Status / Pride – sense of pride, role model, and respect by practicing behaviours • Disgust – link to dirty hands, dirty environment – overall sense of disgust while practicing unhygienic behaviours. • Affiliation – sense of connection / belongingness by practicing key behaviours as a group, • Nurture – bright future, protecting future, protecting child’s life • Comfort – sense of easiness, confidence, cleanliness by practicing these behaviours • Fear – link to diseases (but it is a temporary stimulus)
<p>Gender equity and social inclusion</p>	<p>Package and approach will be gender sensitive, inclusive to different people’s needs and avoid gender stereotyping. Inclusive to vulnerable group such as women, girls, people with disabilities and other exclusion. Hygiene promotion programme will be empowering to women and vulnerable people.</p>
<p>Innovation in activities</p>	<p>Surprising, attractive, and motivational driven package with lots of engaging and fun activities to alter three things:</p> <ul style="list-style-type: none"> • Motivate people through the change in the scripts in people’s head. Need to use people’s motivation into the activities

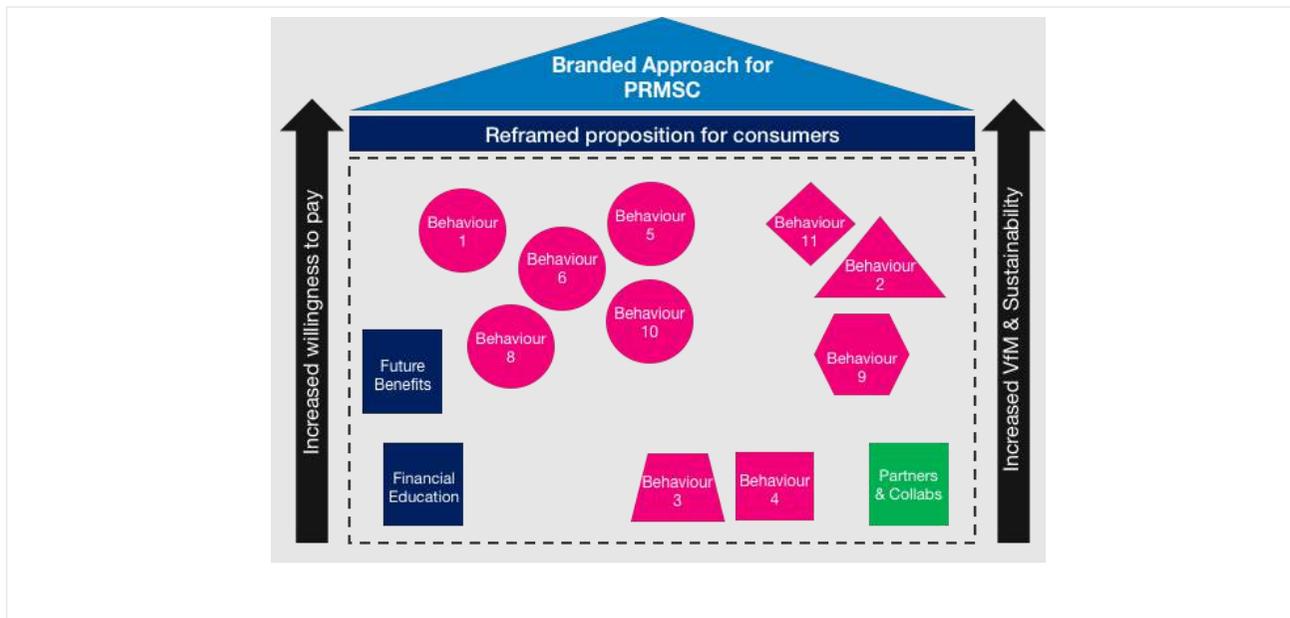
- **Disturb the settings** with the placement of behavioural products in behavioural places such as handwashing facilities with soap and water in key locations/each point of care with visual props, cues, and nudges to reinforce and remind behaviours. Similarly, for other behaviours.
- **Change social norms** related to the behaviours. Create social desire and norms for each of the targeted behaviours. Such as announcement of competition and ask for all to compete to win by practicing the key behaviours.

7.3. Brand approach

For a model of behaviour change that is deeply rooted in the community participation, it is integral that the community itself develops an ownership of the programme. Which is why, a brand approach for the PRMSC service delivery is adopted within this strategy. This recommendation is based on the extensive experiences of similar and successful programmes implemented in the nations, many of which have been the brainchild of the JV partners. For example, **EHSAAS** – arguably the most effective poverty alleviation initiative in Pakistan’s history. The EHSAAS Emergency Cash initiative was ranked amongst the world's top 4 social protection initiatives by the World Bank. Another example would be **KhairKhwah (well-wisher)** – which was created on behalf of Foreign, Commonwealth & Development Office (FCDO) to create a ‘house of brands’ to encapsulate their holistic efforts around family planning as the ecosystem of demand generation and supply side activities was fragmented (involving PSI, Marie Stopes, DKT, the government, and others). The approach resulted in a notable shift in behaviours, which was recognised globally and locally (Effie Gold Award for Not for Profit). On the other hand, **Alif Ailaan** – is another case study of a branded approach enabling transformational change in the thematic area of education.

Throughout the execution of these programmes, it was learned that the communities are more receptive to take ownership of the brand if it has local roots and familiarity within the population. This familial sense increases the adaptability of positive behaviours, acts as a core for the peer-to-peer learning process, gives the programme a long-term identity that persists long after the programme itself has ended, and creates a spill over effect in populations that might not be the immediate target of the programme but will be in the future – priming them for accelerated behaviour change.

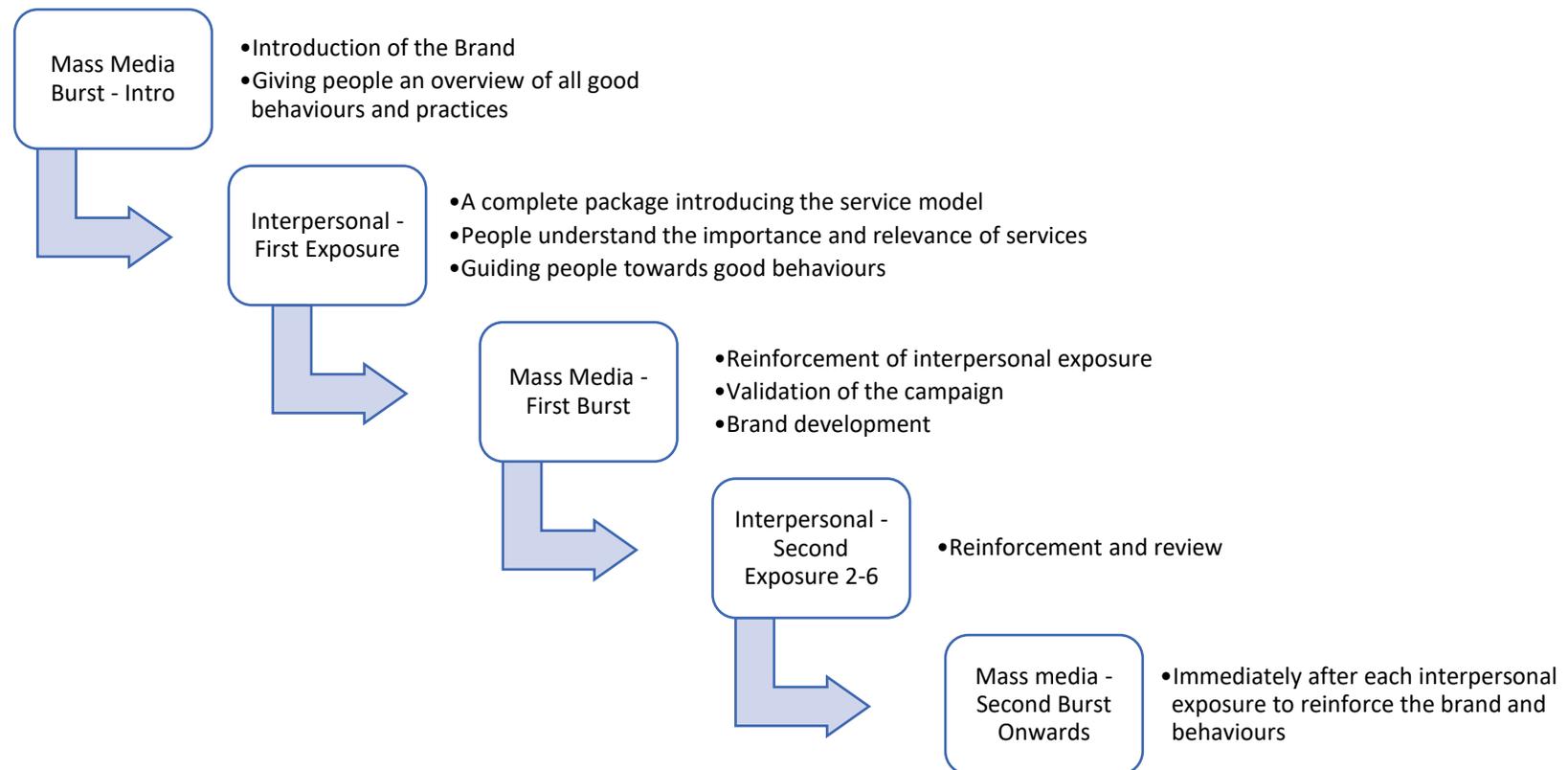
Figure 5: Branded Service Delivery



7.4. The Creative Package

As discussed before, the creative package has been developed after repeated and thorough discussions within the working committee of the creative group. The design principles, themselves based on the secondary (meta) research and the primary (formative) research, guided the development process of this package. Cultural and context sensitivity, gender equity and social inclusion (GESI), rapport building and understanding the social dynamics within the communities have been the baseline considerations while the development process was underway.

The accompanying documents (Annexure-I) contain the complete creative package. The mechanism for flow of information and good practices, i.e., the touchpoints for reaching the people, have been carefully assessed based on the formative research and accordingly, the following “Dissemination Plan” has been adapted.



KEY STAKEHOLDERS AND INSTITUTIONAL ARRANGEMENTS

8.1. Stakeholders Analysis

Understanding the impact, influence, interests, and potential contributions of stakeholders, both formal and informal, is essential to ensuring that the project's objectives are met. The BCCD strategy aims to have an impact on various internal and external stakeholders, including targeted communities, government, and private sector institutions. To ensure a holistic BCCD strategy, stakeholders were identified through a systematic process that included surveys, interviews, and focus group discussions, consultations, and secondary research. The primary stakeholders were approached through multiple channels, including direct communication, workshops, and collaborative forums. Inputs particularly from PRMSC and World Bank were actively sought through consultation meetings, allowing them to express their perspectives, concerns, and expectations. Incorporating these inputs involved iterative feedback sessions, ensuring their insights were integrated into the strategy formation process. Stakeholder engagement is not a one-time event but a continuous process throughout the project lifecycle. Formal mechanisms, such as regular progress meetings, quarterly reviews, and annual assessments, will be established to keep stakeholders informed and involved. To address their concerns, a structured grievance mechanism will be implemented to address and resolve stakeholder concerns promptly.

This comprehensive stakeholder analysis provides insights into the dynamics of engagement, outlining the roles and expectations of each stakeholder group and guiding strategies to enhance collaboration and support throughout the project. The following are the key stakeholders, their potential roles, and how they can impact or be impacted by the project interventions. *[See Table 7]*

Table 7: Stakeholders Analysis

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
Community Organisation (CO)/ Village Organisations (VO)	High	High	<ul style="list-style-type: none"> Village well-being and development. Affordable and low-cost WASH solutions. Sensitivity to cultural practices and inclusion in key decisions related to their community. Engagement in project-related employment opportunities. 	<ul style="list-style-type: none"> The VOs contributed in conducting a thorough assessment of the community to understand its demographics, culture, and specific needs that helped in shaping the strategy. They also supported in exploring community attitudes, beliefs, and 	<ul style="list-style-type: none"> By blocking the project if it disrupts communal harmony or social image. By resisting the project if it contradicts established norms or threatens public influence. By discouraging community participation if they are not consulted or involved throughout the project. 	<ul style="list-style-type: none"> Recognise their influence Initiate open dialogues Hold regular fortnightly/monthly meetings Empower them as project advocates to endorse behavioural changes. Conduct tailored workshops Assign ownership of the project to the committees

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
				<p>behaviours related to the targeted issue. This can provide valuable qualitative insights into the factors influencing behaviour.</p> <ul style="list-style-type: none"> • By representing the village community. • By mobilising village members for project implementation and to promote and monitor behavioural practices by households • By influencing willingness to contribute financially, including land donations and tariff collection. • By endorsing interventions - community ownership and sustained support. • The VO's will be instrumental in driving the BCCD strategy at the community level, and their enhanced capacity will be critical for the sustainability and scale up of the programme. 		for WASH schemes and infrastructure.

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
The World Bank	High	High	<ul style="list-style-type: none"> The World Bank is primarily concerned with the successful implementation of development projects that align with its mission and priorities. 	<ul style="list-style-type: none"> By providing financial and technical resources to support the project. By offering expertise in project design, funding, monitoring, and evaluation By facilitating access to global networks and knowledge sharing. 	<ul style="list-style-type: none"> By blocking, withdrawing, or refusing a project if the project doesn't align with their policies, priorities, or if there are concerns about project effectiveness, sustainability, or compliance 	<ul style="list-style-type: none"> Aligning the project with the bank's development objectives, ensuring transparency and accountability in project management. Regular communication and reporting to keep the Bank engaged and informed
PRMSC	High	High	<ul style="list-style-type: none"> A sustained behaviour change among the target community Sustainability of the infrastructure Timely tariff collection. Ownership of the project by the community. 	<ul style="list-style-type: none"> PRMSC is the key stakeholder and is the project lead. PRMSC needs to provide the critical call to action as indicated in the touch points models. This is critical as our awareness raising activities will result in 'increased demand' for social behaviour change and an 'increased willingness to pay'. Once our audience reaches the consideration step, information and facilitation activities will become critical for which PRMSC will need to play 	<ul style="list-style-type: none"> PRMSC, being the lead of the project, is unlikely to block the project unless it does not comply with its compliances. 	<ul style="list-style-type: none"> Aligning the project with the PRMSC's organisational objectives, ensuring transparency and accountability. Regular communication and reporting to keep PRMSC engaged and informed throughout the project.

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
				the role of the main actor.		
JV Partners	High	High	<ul style="list-style-type: none"> Stakeholders, particularly joint venture (JV) partners, prioritize the success of the Behaviour Change Communication (BCC) strategy throughout the project. The positive outcome of the strategy not only contributes to project success but also enhances the credibility of the JV partners, reinforcing their commitment to shared goals and objectives .. 	<ul style="list-style-type: none"> JV partners lead the BCC strategy develop and have a critical role in developing an effective strategy. 	<ul style="list-style-type: none"> The JV partners are the part and parcel of the BCC strategy for the development and then implementation of the initial two years period of the project. They have key role and influence on the strategy for the signed project period so far. 	<ul style="list-style-type: none"> Aligning the project with the bank's development objectives, ensuring transparency and accountability in project management. Regular communication and reporting to keep the Bank engaged and informed
Tehsil and District Administration (ACs/DCs)	High	High	<ul style="list-style-type: none"> Concerned about regional development and well-being Prioritise public health, infrastructure, and government policy implementation 	<ul style="list-style-type: none"> By providing administrative support, and approvals. By facilitating project implementation through government channels. By mobilising local resources and manpower. 	<ul style="list-style-type: none"> By blocking the project, if they have concerns about the project's alignment with local policies, regulations, or if there are disputes over land acquisition or project design. 	<ul style="list-style-type: none"> The Tehsil Administration could be engaged through project activities and keeping the administration posted about the project's intervention. Further, the Administration should be engaged in BCCD through their comments or concerns, and by engaging the authorities.
District and Provincial	Low	Medium	<ul style="list-style-type: none"> Wellbeing of students and faculties 	<ul style="list-style-type: none"> By initiating awareness campaigns and 	<ul style="list-style-type: none"> The Education Department might 	<ul style="list-style-type: none"> Initiate regular stakeholder meetings to facilitate open

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
Education Authority (School Education Department)			<ul style="list-style-type: none"> Role of educational institutes in improving standard of life 	<ul style="list-style-type: none"> educational modules related to WASH practices among students. Organising engaging activities within schools and colleges to promote awareness, making students proactive ambassadors for WASH 	<ul style="list-style-type: none"> obstruct the project by withholding support or facing resistance from teachers. Insufficient collaboration between the Education Department and other stakeholders might result in coordination challenges. 	<ul style="list-style-type: none"> communication, addressing concerns, and showcasing the project's direct benefits Encourage schools' participation in awareness campaigns and WASH-projects.
Public Health Engineering Department	Medium	Medium	<ul style="list-style-type: none"> The Health Department has a direct interest in the success of the WASH program as it directly impacts public health. Waterborne diseases and poor sanitation are major concerns that the department aims to address. Increased wellbeing of beneficiaries/targeted audience/consumer Decrease in number of reported cases of waterborne/ pollution borne diseases 	<ul style="list-style-type: none"> Leveraging their expertise for impactful initiatives focused on reducing waterborne and pollution-borne diseases. 	<ul style="list-style-type: none"> In some of the areas there is a possibility of cross over with PHED intervention where proper coordination will be required. Moreover, a lack of collaboration or communication from the stakeholders could result in coordination challenges 	<ul style="list-style-type: none"> Initiate collaborative workshops, involving their experts to share insights and align messaging with public health goals. Utilise their data and research to tailor communication strategies. Foster a sense of ownership by involving them in the process as necessary Regular updates and coordination.
Provincial Health Department	High	High	<ul style="list-style-type: none"> Increased outreach of improved services including vaccination 	<ul style="list-style-type: none"> Leveraging their expertise for impactful initiatives focused on 	<ul style="list-style-type: none"> The Health Department's bureaucratic structure can hinder the project 	<ul style="list-style-type: none"> Initiate collaborative workshops, involving their experts to share insights and

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
			<ul style="list-style-type: none"> Improved health and hygiene of mothers and children 	<p>reducing waterborne and pollution-borne diseases.</p> <ul style="list-style-type: none"> Widespread vaccination awareness campaigns for higher immunization rates. Promoting improved health and hygiene practices among mothers and children 	<p>motives with contradicting health policies.</p> <ul style="list-style-type: none"> Moreover, a lack of collaboration or communication from the Health Department could result in coordination challenges with other healthcare providers and community stakeholders. 	<p>align messaging with public health goals.</p> <ul style="list-style-type: none"> Utilise their data and research to tailor communication strategies. Foster a sense of ownership by involving them in the process as necessary Regular updates and coordination.
Municipal Authorities	High	Medium	<ul style="list-style-type: none"> Local development Improved standard of life of beneficiaries Improvised mechanism of Sanitation, water supply and solid waste management Shared burden of local works with PRMSC team 	<ul style="list-style-type: none"> Focusing on improved WASH services to enhance community hygiene and well-being. Active engagement ensures the project aligns with local development goals 	<ul style="list-style-type: none"> Integration resistance. Bureaucratic hurdles. Stringent regulations. Lack of cooperation within the department which might lead to delays in obtaining necessary approvals 	<ul style="list-style-type: none"> Align project goals with local development needs. Showcase how it improves WASH services to elevate the community's well-being. Leveraging their expertise in local governance to ensure efficient project execution and shared workload.
Local Government & Rural Development	High	High	<ul style="list-style-type: none"> Local development Active Participation of rural habitat in Civic processes including women and youth & Minorities Improved standard of life of beneficiaries 	<ul style="list-style-type: none"> Building upon the strength of local governance. Using local Government's expertise in managing local works related to WASH practices is invaluable. 	<ul style="list-style-type: none"> Opposition from key officials within the Local Government could create barriers to the project's integration into local governance. 	<ul style="list-style-type: none"> Initiate dialogues to align project objectives with their local policies, emphasizing shared community benefits. Involve local officials, promoting active participation in designing communication campaigns.

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
Directorate General of Public Relations	Medium	Medium	<ul style="list-style-type: none"> Uplifting and Image building News/information News and information of Government institutions of working on improved and public centric ventures 	<ul style="list-style-type: none"> This group will contribute to catalyse the change process and enable an environment for our core audience. Showcase the project's impact, emphasizing improved WASH and community well-being. By crafting uplifting news and informative narratives, they create awareness, fostering a positive image of the PRMSC initiatives Utilizing various media channels to amplify success stories. 	<ul style="list-style-type: none"> Controlling the narrative if directorate choose to focus solely on negative aspects or withhold positive information about the project. Limited media access. Resistance to showcase the project's successes or withholding crucial information could erode public trust 	<ul style="list-style-type: none"> Collaborate closely to craft compelling narratives about WASH practices and PRMSC initiatives, emphasizing their positive impact related to behaviour change campaigns, showcasing efforts. Utilize their expertise to disseminate success stories through various media
Pressure Groups	Low	Medium	<ul style="list-style-type: none"> Community wellbeing Social image Public influence 	<ul style="list-style-type: none"> This group will contribute to catalyse the change process and enable an environment for our core audience. Their active participation can enhance project activities & improve community involvement. Through their influence, they can drive financial contributions for project sustainability. 	<ul style="list-style-type: none"> Could potentially obstruct the project. If they perceive it as detrimental to community well-being or a challenge to their social image and influence, they might rally community resistance, causing delays or halts in project activities. 	<ul style="list-style-type: none"> Initiate dialogue to understand their concerns, Involve them in project planning sessions, valuing their local expertise. Leverage their influence to endorse behaviour change messages, aligning them with community values.

Stakeholder	How much the strategy impacts them? (Low, Medium, High)	Influence they have over the strategy? (Low, Medium, High)	What is important to the stakeholder?	How could the stakeholder contribute to the strategy?	How could the stakeholder influence the strategy?	Strategy for engaging the stakeholder
				<ul style="list-style-type: none"> Key role in fostering community engagement and financial support for PRMSC infrastructure 		

8.2. Institutional Arrangements for Strategy Delivery

In the realm of institutions, both formal and informal entities play pivotal roles in the successful implementation and sustainability of project interventions. Formal institutions, ranging from government ministries and municipal authorities to non-government organisations and private sector entities, collaborate with community community-based organisations (CBOs) in the target areas. This collaboration ensures community involvement in decision-making processes and contributes to local conflict management, tariff collection, and donations.

At the same time, informal institutions, including customs, beliefs, norms, and traditional leaders, shape the behaviour of the communities targeted by the project. These informal influencers foster an enabling environment for the project's implementation and facilitate the desired awareness-raising within the communities. This combined effort between formal and informal institutions is essential for achieving the project's objectives.

Formal and information institutions mechanism will work to achieve project objectives at community, district, and provincial and national level. Following institutions will be engaged in this regard. **[See Table 8]**

Table 8: Institutional Arrangements

Type of Institution	Institutions/Organizations	Role/Mechanism
Formal	Steering Committee	The Steering Committee, comprising of members from key project stakeholders, is involved in reviewing the strategy development process and will continue to oversee the implementation and ensuring that it's delivered on time and as per the plan (i.e., is compliant to the programme objectives, goals, and TORs).
	Government Ministers, Departments, and agencies Municipal authorities VOs The World Bank PRMSC JV Partners Policies Laws Regulations	<p>Community organisations and other CBOs working in the target areas will help in the implementation and sustainability of project interventions through participation in the decision-making process and by contributing through conflict management at the local level, tariff collection, and donations.</p> <p>While government and non-government institutions, including following:</p> <ul style="list-style-type: none"> Word Bank: It will have a key role to play in rolling out the strategy. Bank's role will include the provision of financial and technical resources to support the project. PRMSC is the key stakeholder and is the project lead. PRMSC will provide the critical call to action. The JV partners are the part and parcel of the BCC strategy for the development and then implementation of the initial two years period of the project. They have key role and influence on the strategy for the signed project period so far. Laws, policies, and regulations play a crucial role in the implementation of a strategy by providing a structured framework, guidance, and accountability. <p>PRMSC, JV partners, and the relevant government agencies and their policies will ensure smooth implementation keeping in view the need and guidance of the community members.</p> <p>These institutions and organisations will work in close coordination with the project, through facilitation of JV partners.</p>
Informal	Traditional leaders Pressure groups Family gates like head of family, mother-in-law Religious groups	These informal institutions will particularly support in changing the behaviours of the target communities. It will also create an enabling environment for the timely implementation of project interventions.

9. CAPACITY BUILDING MODULES AND DELIVERY

The BCCD component has two primary areas of focus: the first is behaviour change, while the other is capacity building of the community and other relevant stakeholders to promote sustainable practices that facilitate this behaviour change. Alongside communication interventions, capacity building is equally essential for achieving the objectives of the BCCD strategy. As highlighted in the stakeholder analysis, both internal and external stakeholders will be actively engaged in the implementation of the strategy to ensure its long-term sustainability.

To effectively instigate behaviour change within a community regarding water, sanitation, and hygiene (WASH) practices, a comprehensive approach has been devised. Recognizing the need for repetitive and interpersonal engagement, the project aims to deliver the targeted message at least six times to target households. This will be achieved through social mobilization teams as well as through Ambassadors of Change (AoC) selected from the same communities. These AoCs will undergo thorough training on the Behaviour Change Intervention Package (BCIP), empowering them to deliver impactful sessions within their villages.

This community-driven strategy not only addresses the resource constraint but also recognizes the influential role of local community members in driving sustainable behaviour change. The success of this initiative hinges on effective training, ongoing support, and careful monitoring and evaluation to assess the long-term impact of the behaviour change intervention.

The BCCD strategy will place a special emphasis on enhancing the capacity of these stakeholders, which includes community members of all ages, such as women, men, and children. This will be done through conducting sessions, sharing IEC materials, and training resources related to improved WASH and baby WASH practices. It will also involve promoting community participation to sustain project interventions and encouraging contributions from community members, particularly regarding their willingness to pay for services. The development of modules involved formative research, consultative workshop on creative package development, and then review the modules to give it a final shape.

In addition to community members, the BCCD component will extend its reach to village-level institutions, specifically village organisations (VOs). These VOs will be trained to raise awareness among target communities about healthy WASH and baby WASH behaviours. They will play a key role in facilitating PRMSC in the project.

Moreover, PRMSC staff and other relevant government officials at the village and Union Council (UC) levels, such as Lady Health Workers (LHWs), Lady Health Supervisors (LHSs), sanitary workers, and the UC secretariat, will be actively engaged and trained in various aspects of community engagement. This training will encompass conflict management, tariff collection through VOs.

Lastly, this approach will strengthen the capacity of diverse stakeholders, fostering their active involvement in advancing healthy WASH and baby WASH behaviours within their communities while ensuring the sustainability of the project. **[See**

Table 9]

Table 9: Capacity Building Modules

Key Activities	Description	Target Audience and Detail
Capacity Needs Assessment and Analysis	<p>Conduct a thorough capacity needs assessment to identify current practices and challenges related to WASH and hygiene behaviours.</p> <ul style="list-style-type: none"> Review results of the situation analysis and identify target groups Prepare capacity assessment and analysis Assess existing capacities Assess capacity needs Analyse, interpret, and review capacity assessment results 	<ul style="list-style-type: none"> PRMSC Field Staff - TNA Stakeholders – Key Informant Interview Community – Formative Research
Development of Material	<p>Development of training modules and training materials on topics mentioned. Capacity building modules will be developed in coordination with the core audience focused BCCD modules to ensure consistency and alignment across all aspects of the strategy.</p>	<p>Modules will be developed against the priority behaviours. Besides manuals will be developed as BCIP to carry out through 6 face to face interactive sessions.</p>
Training and Workshops	<p>Organize capacity-building workshops for field staff who will then build the capacity of the community members focusing on the selected WASH and hygiene topics.</p>	<pre> graph TD FS[Field Staff] --> VO[Village Organization] FS --> FAC[Female Ambassador of Change] FS --> C1[Community] VO --> C2[Community] FAC --> C2 C2 --> W[Women – Baby WASH, Breast Feeding, Vaccination, Nutrition etc.] </pre>

9.1. Field Implementation

Once the field staff acquires the knowledge, skills, and capacity, the field activities will be rolled out. This will aim at enhancing skills and knowledge within the community. This field-level strategy execution outlines a series of activities that aim to create awareness, provide practical training, and empower community leaders. These activities focus on important issues like proper handwashing, baby WASH practices, maintaining hygiene at public places, animal, and solid waste management, etc. We want to ensure that the community itself takes the lead in adopting these practices. The **Table 10** below provides step-by-step detail of field implementation of strategy.

Table 10: Field Implementation of Strategy

Activities	Execution
Communication and Awareness	<ul style="list-style-type: none"> Utilize multiple channels (e.g., community meetings, local radio, posters, and pamphlets) to disseminate key messages and raise awareness. Engage the entire community with well-attended meetings and targeted information through BCIP Packages as outlined in the Communication section. This will be executed through a set of activities in different settings. <ol style="list-style-type: none"> Community (community events and HH visits) (200 communities with 126,000 households which includes men, women, and children, lactating mothers, youth,

	<p>transgender, including family members with any form of disabilities / illness with special focus on caregivers of children under-five).</p> <ol style="list-style-type: none"> 2. Schools (478 schools with 250 student per school; 267 primary, 125 middle, 86 high. Primary target will be students, secondary target be teachers and support staff). 3. Healthcare Facilities (64 facilities with 15 staff each with a daily footfall of 100 each). 4. Institutions (including Village Organization, Management committees and local government)
Demonstration and Training	<ul style="list-style-type: none"> • Conduct practical demonstrations to ensure participants understand and can replicate proper handwashing and waste management techniques. • Provide hands-on training to members of Village Organization. <p>Besides training and capacity-building workshops for field staff will be organized who will then build the capacity of the community members focusing on the selected WASH and hygiene topics. (Section 9 provides more detail on it.)</p>
Community-Led Approaches	<ul style="list-style-type: none"> • Village Organization formation will ensure community is at the forefront of the leadership of the project. • All the activities will be carried out by an active engagement of the community. • They community leadership will be ensured in planning and implementing behaviour change activities, fostering a sense of ownership. • Empowerment of the VO members by building their capacity to take the lead in behaviour change initiatives.
Monitoring and Feedback	<ul style="list-style-type: none"> • Establish a monitoring and evaluation system to track progress, gather feedback, and adjust strategies as needed. • Regularly evaluate the content and effectiveness of the training and solicit feedback from participants for improvements.
Ongoing Support	<ul style="list-style-type: none"> • Maintain a long-term presence and support system to address challenges and provide ongoing guidance to the community in sustaining improved behaviours. • Offer consistent support to VO members, guiding them from the early stages of their establishment to maturity for the sustainability of improved behaviours within the community.

10. MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL) FRAMEWORK

The monitoring, evaluation, accountability, and learning framework will be meticulously designed to ensure organizational commitments are met and to maintain alignment with key stakeholders. This will be achieved through consistent data collection, analysis, and decision-making, along with the systematic reviews to capture valuable insights for continuous improvement. Furthermore, it aims to establish a comprehensive beneficiaries' feedback system, including a Grievances Redressal Mechanism (GRM), to establish an inclusive feedback system for creating an enabling environment as well as ensuring quality, transparency, and accountability. Monitoring will entail the database of right-holders against target activities, monitoring visit reports and means of verifications (MOVs). For effective monitoring and tracking of progress, monitoring plan is developed in line with the work plan to track the progress of deliverable and ensure the quality implementation as well.

The strategy's implementation is based mainly on two main components: mass media campaigns and ongoing interpersonal field activities. The monitoring framework will enable to assess and track the progress of both components through primary and secondary data collection. The community-based mobilization activities and simultaneous interventions at government institutions will be tracked and monitored as well. For mass media campaigns, key metrics like viewership ratings and media reach will be assessed after each activity, focusing on quality, targets, and adherence to timelines. To gauge reach and impact, primary data will be collected through field-based opinion polls and mini-surveys. This data will be measured against established targets, and regular reports will be articulated based on the feedback of target population. Similarly, for interpersonal activities, such

as campaigns through VOs, field activists, and village-level media activities, both primary and secondary data will be collected and assessed. In addition, progress reviews will be organized track the activities and the immediate deliverables.

The evaluation will encompass several key aspects of the community outreach programme. Firstly, the appropriateness of displaying materials such as posters in communal social spaces. Secondly, we examine the correct usage of flip charts and pamphlets by social mobilisers. Thirdly, we investigate whether community members receive pamphlets after awareness sessions. Fourthly, we analyse the composition of support group participants in terms of gender and assess the timing of support group sessions. Finally, we track the frequency of TV broadcasts and awareness sessions, among other relevant factors as well.

This framework will be integrated into an ongoing tracking and monitoring system to ensure compliance with expected deliverable with quality. Findings will be consistently shared with key stakeholders on a quarterly basis to maintain an effective tracking, feedback, and coordination mechanism. The monitoring plan will be derived from the Monitoring and Evaluation (M&E) framework, which is developed in alignment with the results framework and work plan. Periodic reviews, conducted quarterly, will assess the project's key milestones, evaluating relevance, efficiency, effectiveness, impact, and sustainability. Additionally, a user database will be developed according to SADD criteria (sex, age, and disability-disaggregated data) to track the reach and coverage of each intervention.

The WAP MEAL teams expect and will respond to a range of issues and experiences, necessitating the documentation of key lessons for informed decision-making. The framework for monitoring, evaluation, accountability, and learning incorporates these field-based insights by consistently recording them in 'learning registers.' This information helps assess implementation approaches, support continuous improvement, reduce recurring errors, ensure quality assurance, and facilitate informed decision-making. Beneficiary feedback is also invaluable, providing insights from disaffected community segments, including women, children, the elderly, and marginalized individuals.

The learning register will serve as a dynamic document and knowledge base that will enable the MEAL department to prepare and share regular reports to enhance the implementation process. This will also support lesson-learning exercises to bolster the organization's knowledge processes, including knowledge creation, storage, retrieval, transfer, and application in various thematic sectors.

Accountability involves the responsible use of power or authority, considering the perspectives of different stakeholders, particularly those directly affected by interventions. The Grievance Redressal Mechanism (GRM) is a systematic process for encouraging, receiving, analysing, and responding to complaints/grievances, ensuring feedback to complainants. Complaints or Grievance are raised, pertaining to the services offered by the organization, the delivery of those services, or the conduct of staff involved. Clear guidelines and information, provided in national or local languages to the communities, will be displayed on complaint/Grievance boards to facilitate the easy registration processes. Such mechanisms are well-established in humanitarian organizations and help mitigate the negative impacts of accountability-related challenges.

MEAL-Framework						
Areas of focus	Specific Behaviours	KPIs	MOVs	Data Collection Method	Frequency of Data Collection	Responsibility
Awareness Regarding Existing Poor WASH Situation/conditions in Project Areas	Raise awareness on the importance of access to safe water, household water treatment, proper storage (clean container with lid).	<p>% of HHs, having basic awareness e of the main causes of Child stunting and its impacts</p> <p>% of HHs respondents who can correctly describe at least two main types of water borne diseases</p> <p>% of HHs who can explain and practice three measures to prevent water-borne diseases</p>	<p>Database of Orientation Sessions</p> <p>Database of HHs reached</p> <p>End line/Evaluation Report</p> <p># of HHs having safe drinking water</p> <p>Case Studies</p> <p>Learning Reports</p>	<p>Progress Reports</p> <p>Participants record</p> <p>Sample HHs</p> <p>Observation checklist</p> <p>Data of catchment population having access to safe drinking water</p>	<p>Quarterly</p> <p>Annually</p> <p>End of Project</p>	JV Partners
	Raise awareness on the importance of having access to toilet, use, cleanliness including child faeces disposal.	% of HHs who can explain safe sanitation and have access to functional latrines	<p>Beneficiaries feedback</p> <p>End line/Evaluation Report</p> <p>Case studies</p> <p>Right-holders feedback</p>	<p>Sampled HHIs</p> <p>Observation checklist</p> <p>Progress Reports</p> <p>Data of catchment population having Functional latrine</p>	<p>Quarterly</p> <p>Annually</p> <p>End of Project</p>	JV Partners
	Raise awareness on the importance of handwashing facilities with soap, its use, good hygiene practices to prevent diseases like diarrhoea, cholera etc.	<p>% of HHs who can explain at least three critical times of hand washing with soap</p> <p>% of households practicing handwashing with soap before eating, food preparation, child feeding and after defecation.</p>	<p>Beneficiaries feedback</p> <p>End line/Evaluation Report</p> <p>Case studies</p> <p>Right-holders feedback</p>	<p>Sampled HHIs</p> <p>Observation checklist</p> <p>Progress Reports</p>	<p>Quarterly</p> <p>Annually</p> <p>End of Project</p>	JV Partners
	Willingness to pay for water	% of household willing to pay X amount for water	<p>Baseline Report</p> <p>End line/Evaluation Report</p> <p>Case studies</p> <p>Right-holders feedback</p>	<p>Sampled HHIs</p> <p>Progress Reports</p> <p>Physical observation and installation record</p>	<p>Quarterly</p> <p>Annually</p> <p>End of Project</p>	JV Partners
Sensitizing on Maintenance of Hygiene in Public Spaces	Sensitization on the importance of clean public places, proper waste disposal, having access to WASH services in public places and workplaces.	<p>% of public institutions, with functional solid wastes disposal mechanism</p> <p>% of public institutions with safe drinking water and clean sanitation facilities</p>	<p>End line/Evaluation Report</p> <p>Case studies</p> <p>Right-holders feedback</p>	<p>Data of catchment population provided with Solid Waste Management system</p> <p>HHIs. FDGs</p>	<p>Quarterly</p> <p>Annually</p> <p>End of Project</p>	JV Partners

Maternal & Child Nutrition/Care (Pre-Natal & Post Pregnancy)	Maternal nutrition: raise awareness on the key nutrients such as iodine, iron, folic acid, calcium and zinc, diet in pregnancy, ANC visit for check-up and iron supplementation. PNC visits for check-up.	<p>% of pregnant and lactating mothers who can explain the key food requirements and supplements for better health.</p> <p>% of married women who can explain the importance of pre- and post-natal counselling</p> <p>% of Pregnant and lactating mothers who practice ANC and PNC check ups</p> <p>% HHs with separate child play area</p>	#Database of Pregnant and Lactating mothers End line/Evaluation Report Physical Observations data of ANCs and PNCs check ups	HHIs, Secondary data of PNC and ANC Observational checklist	Quarterly Annually End of Project	JV Partners
	Child Nutrition: healthy eating habits in young children by encouraging consumption of variety of nutritious foods, limiting junk food and sugary drinks. Reduce the exposure of children with unhygienic environment.	<p>% of mothers who can explain and encourage healthy food habits in young children</p> <p>% HHs with separate and clean child play area to limit child exposure to unhygienic environment</p>	End line/Evaluation Report Case studies Right-holders feedback	HHIs - Married women Observational Checklist	Quarterly Annually End of Project	JV Partners
Breastfeeding and Risk Factors	Exclusive breastfeeding up to 6 months (including breastfeeding frequently, day and night). Continue breastfeeding until 2 years together with supplementary food. Breastfeeding promotion / counselling during pre-natal and postpartum period. Reduce risk factors such as lack of pre-natal breastfeeding awareness, social support factor, late or lack of pre-natal care etc.	<p>% of HHs-women (pregnant and lactating, mothers) who can explain three main benefits of exclusive breast feeding</p> <p>% of HHs-women who can describe at least two critical cares during breast feeding tenure</p>	#Database of Pregnant and Lactating mothers Monthly Progress Reports End line/Evaluation Report	HHIs - Married women Observational Checklist	Quarterly Annually End of Project	JV Partners
		% of children exclusively breastfed up to 6 months and subsequently up to two years with soft food.	# of Orientation Sessions with Pregnant and Lactating mothers #Database of Pregnant and Lactating mothers End line/Evaluation Report	HHIs - Married women Observational Checklist	Quarterly Annually End of Project	JV Partners
			Database of Lactating mothers Database of Children underage 6months	HHIs - lactating mothers Observational Checklist	Quarterly Annually End of Project	JV Partners
Mother and Child Vaccination:	Mother: tetanus vaccination during pregnancy (fully immunized).	% of married women who can explain the importance of vaccination during pregnancy	# Of Orientation Sessions with married women on vaccination Data of married women End line/Evaluation Report Case studies Right-holders feedback	HHIs - Married women Observational Checklist	Quarterly Annually End of Project	JV Partners
	Child Vaccination: Fully immunized / vaccinated children	% of parents who can describe at least three types of mother and child vaccination	# Of Orientation Sessions with married women and parents on child vaccination Case studies Right-holders feedback	HHIs, Secondary data- HCF Observational checklist	Quarterly Annually End of Project	JV Partners

	BCG – soon after birth, OPV1,2,3 - in 6, 10 & 14 weeks DPT1,2,3+HepB+Hib-in 6, 10 & 14 weeks IPV – 14 weeks Measles1, 2 – in 9 & 15 months Rotavirus1,2 – in 6 & 10 weeks	% of pregnant and lactating mothers fully vaccinated	Database of Vaccinated Pregnant and lactating mother Evaluation Report	HHIs, Secondary data- HCF Observational checklist	Quarterly Annually End of Project	JV Partners
		% of children fully immunized.	Database of Immunized Children Database of Orientation session with Parents on Child immunization	HHIs - Parent / Mothers Secondary data- HCF Observational checklist	Quarterly Annually End of Project	JV Partners
Hygiene in Preparation of Food	Thorough cooking / re-heating food, cleanliness of serving utensils, handwashing with soap before food preparation and feeding/eating, storing food in clean container with lid, washing vegetable/fruits before eating. Cleanliness of kitchen environment.	% of women/adolescent girls who can describe and practice at least three critical hygienic practices in preparation/serving food	End line/Evaluation Report Beneficiaries feedback / Observation Report Case studies Right-holders feedback	HHIs - Mother, Adolescent Girls Observational checklist	Quarterly Annually End of Project	JV Partners
		% of household practicing safe storage, handwashing with soap and re-heating stored food before serving.	End line/Evaluation Report # of Orientation sessions on Hygiene practices in preparation of food Case studies Right-holders feedback	HHIs - Mother, Adolescent Girls Observational checklist	Quarterly Annually End of Project	JV Partners
Hazards Associated with Exploration Playground	Reduce inadequate fall zone, poorly maintain equipment, height of the equipment and raised surface in child play areas.	% of HHs' parents/guardians who can identify key HHs hazards to reduce child exposure	# of Orientation sessions on HHs hazards for children End line/Evaluation Report	HHIs - Parents-HHs members Observational checklist	Quarterly Annually End of Project	JV Partners
Hand Washing	Handwashing with soap and water before cooking, before eating/feeding, after defecation and cleaning child bottom, after touching dirt/dust/play, after touching frequently touched surface.	% of HHs who can explain at least three critical times of hand washing with soap	# of Orientation sessions on Hand washing with soap Case studies Right-holders feedback	HHIs - Hs members Observational checklist	Quarterly Annually End of Project	JV Partners
		% of population who practice handwashing with soap and water during critical moments	End line/Evaluation Report Case studies Right-holders feedback	HHIs - HHs members Observational checklist	Quarterly Annually End of Project	JV Partners
Household Cleanliness (House Keeping)	Cleaning household environment (yard, kitchen, child play areas)	% of HHs who can explain the benefits of clean environment % of HHs with no visible human and animal faeces	# of orientation session on clean environment End line/Evaluation Report Case studies Right-holders feedback	HHIs - HHs members FGD, Beneficiaries Feedback Observational checklist	Quarterly Annually End of Project	JV Partners
Separation of Children from Animals	Putting fences /wall to separate animal in HH environment, avoid children exposure with chicken and other pet animal at household.	% of HHs parents who can explain the diseases of child exposure to animal wastes	End line/Evaluation Report # of orientation session on child exposure to animal wastes Case studies Right-holders feedback	HHIs - HHs members FGD Data of Orientation Sessions	Quarterly Annually End of Project	JV Partners
Separation of the Child from Contaminated Areas	Clean child play areas. Introduce child play mat. Avoid animal exposure in child play areas.	% of HHs with specific child play areas, safer from exposure to animals	# of orientation session on separation of child play areas End line/Evaluation Report Case studies Right-holders feedback	HHIs - HHs members FGD Data of Orientation Sessions	Quarterly Annually End of Project	JV Partners

Devising Strategy for Proper Animal Waste Management	Encourage household to have specific/separate animal waste collection areas which are covered / protected. Encourage manure production, storage, and use.	<p>% of HH respondents who can explain at least two critical practices of safe disposal of animal wastes</p> <p>% of HH with separate dedicated areas where they dispose animal faeces.</p>	<p># of villages where safe disposal mechanism is established</p> <p>End line/Evaluation Report</p> <p>Case studies</p> <p>Right-holders feedback</p>	<p>Observation checklist</p> <p>KIIs, Participant's list,</p> <p>Progress Report</p>	<p>Quarterly</p> <p>Annually</p> <p>End of Project</p>	<p>JV Partners</p>
Strategy for Better Solid Waste Collection and Management.	Household managing solid waste (dispose of waste in designated areas). Introduce 3 solid waste principles (reduce, re-use and recycle).	<p>% of respondents who can explain solid waste management mechanism</p> <p>% of household practicing safer solid waste disposal</p>	<p># of orientation sessions on solid waste management</p> <p>End line/Evaluation Report</p> <p>Pictorials</p> <p>Case studies</p> <p>Right-holders feedback</p>	<p>Observation checklist</p> <p>KIIs, Community data where SWM system established,</p> <p>Progress Report</p>	<p>Quarterly</p> <p>Annually</p> <p>End of Project</p>	<p>JV Partners</p>

11. EMPOWERING AND INCLUSIVENESS APPROACH

Enhancing gender inclusion within our BCC strategy for WASH and baby WASH in rural Punjab is essential. We will give paramount importance to involving women in decision-making processes for hygiene awareness campaigns, acknowledging their distinct needs and significant roles in these initiatives. Furthermore, we will customise our messaging to challenge and reshape traditional gender norms, thereby guaranteeing that our strategy actively fosters equality and inclusivity by heightening awareness throughout the entire community.

In a BCC strategy, the concept of inclusion revolves around actively engaging and representing diverse and marginalised groups throughout the campaign's planning and execution. This inclusive approach results in a more comprehensive and effective strategy, addressing the distinct needs and perspectives of all target audiences. It significantly enhances the likelihood of achieving successful behaviour change outcomes, fostering trust, resonance, and relevance for all members of the community.

Traditionally, women bear significant responsibilities for domestic behavioural practises related to water use, sanitation, environmental management, and hygiene in rural settings. However, they are often excluded from key roles in programme planning, design, execution, and maintenance. In the forthcoming strategy's implementation, a commitment to women's involvement and participation in committees will be prioritised. It is imperative that all WASH initiatives, specifically those related to baby WASH, are sensitive to gender issues and actively promote women's empowerment through the dissemination of relevant information. This includes the active engagement of women in provincial, district, tehsil, union council, and village BCC committees.

Furthermore, the behaviour change communication strategy will take into consideration inclusive components to reach persons with disabilities (PWDs), remote populations, and those who are unable to read or write. Messaging design will be developed to be easily understood by all, with pictorial elements and brief narratives for self-explanation. Formative research will inform the choice of communication channels to ensure that messages are context-specific and easily understandable. Special messages and tools will be designed for women, PWDs, those who cannot read or write, and those with special needs. Through the inclusive approach, gender balance in the staffing of various tiers of the WASH BCCD project will be ensured.

12. RISKS, ASSUMPTIONS AND MITIGATION FRAMEWORK

The successful implementation of a comprehensive BCC campaign will not be without risks and challenges, either due to external or internal factors. The following analysis outlines key risk factors, their potential impacts, likelihood, and levels of risk, along with corresponding mitigation strategies. These risks encompass a range of critical and medium concerns, including issues such as community reluctance to pay for water services, disparity in the services provided, limited campaign time, gender inclusion, political and economic instability, operational consequences, community disinterest, and the competing priorities of hygiene versus poverty. To address these challenges, the campaign will employ a multi-pronged approach, emphasising mass mobilisation, contextualised messaging, community engagement, and comprehensive coordination to ensure the desired behaviour change in target communities and mitigate potential setbacks. **[See Table 11].**

Table 11: Risks, Assumptions and Mitigation Matrix

SN	Description of Risk	Potential Impacts	Likelihood	Risk Level	Mitigation Strategy
1	Quality Service: The PRMSC's ability to provide the requisite services and infrastructure as per the project's quality requirements is a major risk for the BCCD component. If the services and infrastructure are not of the required quality, it will be difficult for the BCCD team to convince the local communities to use and pay for these services.	Critical	High	High	Effective and regular coordination with PRMSC will help in understanding issues related to the implementation of the infrastructure component. Use of the Grievance Redressal Mechanism will also help in identifying and addressing community concerns and issues.
2	Unwillingness to pay: The unwillingness of local communities to pay tariffs for water (as shared by Dr Burki – 67% not willing to pay) could be a major challenge. There are people who have access to water sources on premises and perceive that the water is clean for drinking. Convincing such communities to accept other services for payment will prove a significant challenge.	Critical	Major	High	The mass mobilisation and BCC strategy is expected to sensitise and create a demand from the community. The methods and tools of behavioural communication will further create a demand for government-provided services. These will be instilled through various triggers and instruments for inducing behaviour change. These approaches will increase the awareness on the importance of WASH behaviours. Branding activities will increase the audience's willingness to pay.
3	Disparity in WASH services: Services will be provided according to the needs and location of each village, which means that some villages will have piped water schemes with household connections within their premises while others will have Overhead	Minor	Medium	Medium	Messages will be tailored for each audience and the related service provided to them. This will be done through appropriate and context-specific tools and channels of communication to convey each message to match the intended behaviour change of target communities. The stakeholder and implementing partners

	<p>Reservoir (OHR) and stand-posts within the village where people will come to collect water.</p> <p>In this context, mobilisation mechanisms for each village will differ, which will also affect their 'willingness to pay'.</p>				<p>will review interventions every quarter to evaluate their relevance to the communities.</p>
4	<p>Limited time for campaign: Considering the time required in designing the campaign and allowing a cooling period of two months at the end to measure the impact, the total time to run the campaign in the communities comes to 13-14 months, which is quite limited to create the intended impact. Changing old behaviours and adopting new ones is a time-consuming process. Full-fledged behaviour change communication may pose the risk of partial behaviour change.</p>	Medium	Major	High	<p>The triggers of change agents will help invite the community towards changes in life patterns and practices. Local activists, community organisations, and women-led community-based organisations, along with channels of communication, will motivate the target population; however, time and sustained engagement of the community are urged.</p>
5	<p>Gender and Inclusion: Local norms and practices may impede/obstruct the participation of women and girls in the BCC campaign. Given their central role and responsibilities in the WASH sector and the effects of WASH services on their health and well-being, project outcomes may be significantly/negatively affected by the low/no participation of women and girls.</p>	Critical	Major	High	<p>Household and community leaders will be taken into confidence on the objectives of the project and sensitize them on the central role of women and girls in WASH. Male and female project staff will ensure to comply with local norms and customs, to gain the confidence of household and community leaders.</p> <p>The communication strategy is envisaged to have an overwhelming focus on women-led behaviour change, for which women-led organisations will be structured, capacitated, and strengthened. Communication material, messages, tools, and channels will also focus on ensuring women's inclusion.</p>
6	<p>External risks: The intervention is expected to be smooth, consistent, and thorough. However, the risks of political instability, climate-induced disasters, and a wavering economic situation may obstruct the pace of implementation. The risks that all incumbent stakeholders may not play their due role will have an overall impact on anticipated change.</p>	Critical	Medium	High	<p>Improved coordination with the government and all relevant stakeholders, a consistent review of the anticipated risks, a review of key milestones, and effective coordination will mitigate these risks.</p> <p>Security and contingency plans will be developed to mitigate the effects of economic, political and climate induced risks.</p>

7	Some community groups or even institutions may get disinterested due to some upheavals in relationship management. It could result in a lack of interest from the local stakeholders participating in executing the project activities at the local level.	Medium	Possible	Minor	Engagement of community groups and right-holders with technical backstopping to provide timely and sustained facilitation will help to dilute the intensity of such problems. A tracking sheet, consistent facilitation, capacity building, and monitoring framework will be thoroughly adopted.
8	Prioritising hygiene vs. poverty: Given the prevailing inflation and poverty level of the communities in rural Punjab, the people may not prioritise hygiene over other needs, which could have a major effect on their willingness to pay for WASH services.	Critical	Medium	High	Demand creation and the provision of services at the lowest possible rates may be effective. Educating the target communities on the cost of poor health due to poor WASH and the advantages of quality WASH are some of the strategies to be used for mitigating this risk.
9	Demand creation and provision of services on lowest possible rates may placate some of the risks. .	Critical	Medium	High	Educating the target communities on the cost of poor health due to inadequate WASH and the advantages of quality WASH are some of the strategies to be used for mitigating this risk.

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Notes:

¹ **Safely managed water** - Drinking water from an improved water source that is accessible on premises, available when needed and free from faecal and priority chemical contamination. *[JMP Service Ladder]*

² **Improved sanitation facilities** – Those facilities that are designed to hygienically separate excreta from human contact and include flush/pour flush toilets connected to piped sewer systems, septic tanks, or pit latrines; pit latrines with slabs (including ventilated pit latrines), and composting toilets. *[JMP Service Ladder]*

³ **Safely managed sanitation facilities** - Use of improved facilities that are not shared with other households and where excreta are safely disposed of in situ or removed and treated offsite. *[JMP Service Ladder]*

Part III – Conditions of Contract and Contract Forms

Section VIII - General Conditions of Contract

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Section VIII - General Conditions of Contract

A. General Provisions

1.1 Definitions

Unless the context otherwise requires, the following terms whenever used in this Contract have the following meanings:

- (a) The Adjudicator is the person appointed jointly by the Employer and the Service Provider to resolve disputes in the first instance, as provided for in Sub-Clause 8.2 hereunder;
- (b) “Priced Activity Schedule” is the priced and completed list of items of Services to be performed by the Service Provider forming part of his Bid;
- (c) “Bank” means the International Bank for Reconstruction and Development, Washington, D.C., U.S.A.;
- (c) “Association” means the International Development Association, Washington, D.C., U.S.A.;
- (d) “Completion Date” means the date of completion of the Services by the Service Provider as certified by the Employer;
- (e) “Contract” means the Contract signed by the Parties, to which these General Conditions of Contract (GCC) are attached, together with all the documents listed in Clause 1 of the Contract Agreement;
- (f) “Contract Price” means the price to be paid for the performance of the Services, in accordance with Clause 6;
- (g) “Dayworks” means varied work inputs subject to payment on a time basis for the Service Provider’s employees and equipment, in addition to payments for associated materials and administration;
- (h) “Employer” means the party who employs the Service Provider;
- (i) “Employer’s Personnel” means all staff, labor and other employees of the Employer engaged in fulfilling the Employer’s obligations under the Contract; and any other personnel identified as Employer’s Personnel, by a notice from the Employer to the Service provider;
- (j) “ES” means Environmental and Social, as applicable, (including Sexual Exploitation and Abuse (SEA), and Sexual Harassment (SH));

- (k) “Foreign Currency” means any currency other than the currency of the country of the Employer;
- (l) “GCC” means these General Conditions of Contract;
- (m) “Government” means the Government of the Employer’s Country;
- (n) “Local Currency” means the currency of the country of the Employer;
- (o) “Member,” in case the Service Provider consist of a joint venture of more than one entity, means any of these entities; “Members” means all these entities, and “Member in Charge” means the entity specified in the SC to act on their behalf in exercising all the Service Provider’ rights and obligations towards the Employer under this Contract;
- (p) “Party” means the Employer or the Service Provider, as the case may be, and “Parties” means both of them;
- (q) “Service Provider” is a person or corporate body whose Bid to provide the Services has been accepted by the Employer;
- (r) “Service Provider’s Personnel” means all personnel whom the Service Provider utilizes in the execution of the Services, including the staff, labor and other employees of the Service Provider and each Subcontractor; and any other personnel assisting the Service Provider in the execution of the Services;
- (s) “SCC” means the Special Conditions of Contract by which the GCC may be amended or supplemented;
- (t) “Specifications” means the specifications of the Services included in the Contract, and any additions and modifications to the specifications in accordance with the Contract;
- (u) “Services” means the work to be performed by the Service Provider pursuant to the Contract;
- (v) “Sexual Exploitation and Abuse” “(SEA)” means the following:
Sexual Exploitation is defined as any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another;

Sexual Abuse is defined as the actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions;

- (w) “Sexual Harassment” “(SH)” is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature by the Service Provider’s Personnel with other Service Provider’s Personnel or Employer’s Personnel;
- (x) “Subcontractor” means any entity to which the Service Provider subcontracts any part of the Services in accordance with the provisions of Sub-Clauses 3.5 and 4.

1.2 Applicable Law The Contract shall be interpreted in accordance with the laws of the Employer’s Country, unless otherwise **specified in the Special Conditions of Contract (SCC)**.

1.3 Language This Contract has been executed in the language **specified in the SCC**, which shall be the binding and controlling language for all matters relating to the meaning or interpretation of this Contract.

1.4 Notices Any notice, request, or consent made pursuant to this Contract shall be in writing and shall be deemed to have been made when delivered in person to an authorized representative of the Party to whom the communication is addressed, or when sent by registered mail, telex, telegram, or facsimile to such Party at the address **specified in the SCC**.

1.5 Location The Services shall be performed at such locations as are specified in Appendix A, in the Specifications and, where the location of a particular task is not so specified, at such locations, whether in the Government’s country or elsewhere, as the Employer may approve.

1.6 Authorized Representatives Any action required or permitted to be taken, and any document required or permitted to be executed, under this Contract by the Employer or the Service Provider may be taken or executed by the officials **specified in the SCC**.

1.7 Inspection and Audit by the Bank Pursuant to paragraph 2.2 e. of Attachment 1 to the General Conditions, the Service Provider shall permit and shall cause its agents (where declared or not), subcontractors, subconsultants, service providers, suppliers, and personnel, to permit, the Bank and/or persons appointed by the Bank to inspect the site and/or the accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have such accounts, records and other documents audited by auditors appointed by the Bank. The Service Provider's and its Subcontractors' and subconsultants' attention is drawn to Sub-Clause 3.10 (Fraud and Corruption) which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility pursuant to the Bank's prevailing sanctions procedures).

1.8 Taxes and Duties The Service Provider, Subcontractors, and their Personnel shall pay such taxes, duties, fees, and other impositions as may be levied under the Applicable Law, the amount of which is deemed to have been included in the Contract Price.

2. Commencement, Completion, Modification, and Termination of Contract

2.1 Effectiveness of Contract This Contract shall come into effect on the date the Contract is signed by both parties or such other later date as may be **stated in the SCC**.

2.2 Commencement of Services

2.2.1 Program

Before commencement of the Services, the Service Provider shall submit to the Employer for approval a Program showing the general methods, arrangements, order and timing for all activities. Such submission to the Employer shall include any applicable environmental and social management plan to manage environmental and social risks and impacts.

The Services shall be carried out in accordance with the approved Program as updated.

2.2.2 Starting Date

The Service Provider shall start carrying out the Services thirty (30) days after the date the Contract becomes effective, or at such other date as may be **specified in the SCC**.

2.3 Intended Completion Date

Unless terminated earlier pursuant to Sub-Clause 2.6, the Service Provider shall complete the activities by the Intended Completion Date, as is **specified in the SCC**. If the Service Provider does not

complete the activities by the Intended Completion Date, it shall be liable to pay liquidated damage as per Sub-Clause 3.8. In this case, the Completion Date will be the date of completion of all activities.

2.4 Modification

Modification of the terms and conditions of this Contract, including any modification of the scope of the Services or of the Contract Price, may only be made by written agreement between the Parties and shall not be effective until the consent of the Bank or of the Association, as the case may be, has been obtained.

2.4.1 Value Engineering

The Service Provider may prepare, at its own cost, a value engineering proposal at any time during the performance of the contract. The value engineering proposal shall, at a minimum, include the following;

- (a) the proposed change(s), and a description of the difference to the existing contract requirements;
- (b) a full cost/benefit analysis of the proposed change(s) including a description and estimate of costs (including life cycle costs, if applicable) the Employer may incur in implementing the value engineering proposal; and
- (c) a description of any effect(s) of the change on performance/functionality.

The Employer may accept the value engineering proposal if the proposal demonstrates benefits that:

- (a) accelerates the delivery period; or
- (b) reduces the Contract Price or the life cycle costs to the Employer; or
- (c) improves the quality, efficiency, safety or sustainability of the services; or
- (d) yields any other benefits to the Employer,

without compromising the necessary functions of the Services.

If the value engineering proposal is approved by the Employer and results in:

- (a) a reduction of the Contract Price; the amount to be paid to the Service Provider shall be the percentage specified in the SCC of the reduction in the Contract Price; or
- (b) an increase in the Contract Price; but results in a reduction in life cycle costs due to any benefit described in (a) to (d) above, the amount to be paid to the Service Provider shall be the full increase in the Contract Price.

2.5 Force Majeure

2.5.1 Definition

For the purposes of this Contract, “Force Majeure” means an event which is beyond the reasonable control of a Party and which makes a Party’s performance of its obligations under the Contract impossible or so impractical as to be considered impossible under the circumstances.

2.5.2 No Breach of Contract

The failure of a Party to fulfill any of its obligations under the contract shall not be considered to be a breach of, or default under, this Contract insofar as such inability arises from an event of Force Majeure, provided that the Party affected by such an event (a) has taken all reasonable precautions, due care and reasonable alternative measures in order to carry out the terms and conditions of this Contract, and (b) has informed the other Party as soon as possible about the occurrence of such an event.

2.5.3 Extension of Time

Any period within which a Party shall, pursuant to this Contract, complete any action or task, shall be extended for a period equal to the time during which such Party was unable to perform such action as a result of Force Majeure.

2.5.4 Payments

During the period of their inability to perform the Services as a result of an event of Force Majeure, the Service Provider shall be entitled to continue to be paid under the terms of this Contract, as well as to be reimbursed for additional costs reasonably and necessarily incurred by them during such period for the purposes of the Services and in reactivating the Service after the end of such period.

2.6 Termination

2.6.1 By the Employer

The Employer may terminate this Contract, by not less than thirty (30) days' written notice of termination to the Service Provider, to be given after the occurrence of any of the events specified in paragraphs (a) through (d) of this Sub-Clause 2.6.1:

- (a) if the Service Provider does not remedy a failure in the performance of its obligations under the Contract, within thirty (30) days after being notified or within any further period as the Employer may have subsequently approved in writing;
- (b) if the Service Provider become insolvent or bankrupt;
- (c) if, as the result of Force Majeure, the Service Provider is unable to perform a material portion of the Services for a period of not less than sixty (60) days; or
- (d) if the Service Provider, in the judgment of the Employer has engaged in Fraud and Corruption, as defined in paragraph 2.2 a. of Attachment 1 to the GCC, in competing for or in executing the Contract

2.6.2 By the Service Provider

The Service Provider may terminate this Contract, by not less than thirty (30) days' written notice to the Employer, such notice to be given after the occurrence of any of the events specified in paragraphs (a) and (b) of this Sub-Clause 2.6.2:

- (a) if the Employer fails to pay any monies due to the Service Provider pursuant to this Contract and not subject to dispute pursuant to Clause 7 within forty-five (45) days after receiving written notice from the Service Provider that such payment is overdue; or
- (b) if, as the result of Force Majeure, the Service Provider is unable to perform a material portion of the Services for a period of not less than sixty (60) days.

2.6.3 Suspension of Loan or Credit

In the event that the World Bank suspends the loan or Credit to the Employer, from which part of the payments to the Service Provider are being made:

- (a) The Employer is obligated to notify the Service Provider of such suspension within 7 days of having received the World Bank's suspension notice.
- (b) If the Service Provider has not received sums due to by the due date stated in the SCC in accordance with Sub-Clause 6.5 the

Service Provider may immediately issue a 14 day termination notice.

2.6.4 Payment upon Termination Upon termination of this Contract pursuant to Sub-Clauses 2.6.1 or 2.6.2, the Employer shall make the following payments to the Service Provider:

- (a) remuneration pursuant to Clause 6 for Services satisfactorily performed prior to the effective date of termination;
- (b) except in the case of termination pursuant to paragraphs (a), (b), (d) of Sub-Clause 2.6.1, reimbursement of any reasonable cost incident to the prompt and orderly termination of the Contract, including the cost of the return travel of the Service Provider's Personnel.

3. Obligations of the Service Provider

3.1 General

The Service Provider shall perform the Services in accordance with the Specifications and the Priced Activity Schedule, and carry out its obligations with all due diligence, efficiency, and economy, in accordance with generally accepted professional techniques and practices, and shall observe sound management practices, and employ appropriate advanced technology and safe methods.

The Service Provider shall at all times take all reasonable precautions to maintain the health and safety of the Service Provider's Personnel employed for the execution of Services at the locations in the Employer's country where the Services are executed.

If **required in the SCC**, the Service Provider shall submit to the Employer for its approval a health and safety manual which has been specifically prepared for the Contract.

The health and safety manual shall be in addition to any other similar document required under applicable health and safety regulations and laws.

The health and safety manual shall set out any applicable health and safety requirement under the Contract,

- (a) which may include:
 - (i) the procedures to establish and maintain a safe working environment;
 - (ii) the procedures for prevention, preparedness and response activities to be implemented in the case

- of an emergency event (i.e. an unanticipated incident, arising from natural or man-made hazards);
- (iii) the measures to be taken to avoid or minimize the potential for community exposure to water-borne, water-based, water-related, and vector-borne diseases,
 - (iv) the measures to be implemented to avoid or minimize the spread of communicable diseases; and
- (b) any other requirements stated in the Employer's Requirements.

The Service Provider shall always act, in respect of any matter relating to this Contract or to the Services, as faithful adviser to the Employer, and shall at all times support and safeguard the Employer's legitimate interests in any dealings with Subcontractors or third parties.

The Service Provider shall require that its Subcontractors execute the Services in accordance with the Contract, including complying with applicable ES requirements and the obligations set out in GCC Sub-Clause 3.12.

3.2 Conflict of Interests

3.2.1 Service Provider Not to Benefit from Commissions and Discounts.

The remuneration of the Service Provider pursuant to Clause 6 shall constitute the Service Provider's sole remuneration in connection with this Contract or the Services, and the Service Provider shall not accept for their own benefit any trade commission, discount, or similar payment in connection with activities pursuant to this Contract or to the Services or in the discharge of their obligations under the Contract, and the Service Provider shall use their best efforts to ensure that the Service Provider's Personnel, any Subcontractors, and agents of either of them similarly shall not receive any such additional remuneration.

3.2.2 Service Provider and Affiliates Not to be Otherwise Interested in Project

The Service Provider agree that, during the term of this Contract and after its termination, the Service Provider and its affiliates, as well as any Subcontractor and any of its affiliates, shall be disqualified from providing goods, works, or Services (other than the Services and any continuation thereof) for any project resulting from or closely related to the Services.

- 3.2.3 Prohibition of Conflicting Activities** Neither the Service Provider nor its Subcontractors nor the Personnel shall engage, either directly or indirectly, in any business or professional activity that would conflict with the activities assigned to them under this Contract. The Service provider has an obligation and shall ensure that its Service Provider’s Personnel and Sub-consultants shall have an obligation to disclose any situation of actual or potential conflict that impacts their capacity to serve the best interest of the Employer, or that may reasonably be perceived as having this effect. Failure to disclose said situations may lead to the disqualification of the Consultant or the termination of its Contract.
- 3.3 Confidentiality** The Service Provider, its Subcontractors, and the Personnel of either of them shall not, either during the term or within two (2) years after the expiration of this Contract, disclose any proprietary or confidential information relating to the Project, the Services, this Contract, or the Employer’s business or operations without the prior written consent of the Employer.
- 3.4 Insurance to be Taken Out by the Service Provider** The Service Provider (a) shall take out and maintain, and shall cause any Subcontractors to take out and maintain, at its (or the Subcontractors’, as the case may be) own cost but on terms and conditions approved by the Employer, insurance against the risks, and for the coverage, as shall be **specified in the SCC**; and (b) at the Employer’s request, shall provide evidence to the Employer showing that such insurance has been taken out and maintained and that the current premiums have been paid.
- 3.5 Service Provider’s Actions Requiring Employer’s Prior Approval** The Service Provider shall obtain the Employer’s prior approval in writing before taking any of the following actions:
- (a) entering into a subcontract for the performance of any part of the Services,
 - (b) appointing such members of the Personnel not listed by name in Appendix C (“Key Personnel and Subcontractors”),
 - (c) changing the Program of activities; and
 - (d) any other action that may be **specified in the SCC**.
- Submission by the Contractor for the Employer’s approval, for addition of any Subcontractor not named in the Contract, shall also include the Subcontractor’s declaration in accordance with Appendix I- Sexual exploitation and Abuse (SEA) and/or Sexual Harassment (SH) Performance Declaration.

3.6 Reporting Obligations

The Service Provider shall submit to the Employer the reports and documents specified in Appendix B in the form, in the numbers, and within the periods set forth in the said Appendix.

If specified in Appendix B, the reporting requirements shall include applicable environmental and social aspects.

If stated in the SCC, the reports shall include status of compliance to cyber security risks management, and any foreseeable cyber security risk and mitigation

The Service Provider shall inform the Employer immediately of any allegation, incident or accident in the locations in the Employer's country where the Services are executed, which has or is likely to have a significant adverse effect on the environment, the affected communities, the public, Employer's Personnel or Service Provider's Personnel. This includes, but is not limited to, any incident or accident causing fatality or serious injury; significant adverse effects or damage to private property; any cyber security incidents **as specified in the SCC**; or any allegation of SEA and/or SH. In case of SEA and/or SH, while maintaining confidentiality as appropriate, the type of allegation (sexual exploitation, sexual abuse or sexual harassment), gender and age of the person who experienced the alleged incident should be included in the information.

The Service Provider, upon becoming aware of the allegation, incident or accident, shall also immediately inform the Employer of any such incident or accident on the Subcontractors' or suppliers' premises relating to the Services which has or is likely to have a significant adverse effect on the environment, the affected communities, the public, Employer's Personnel or Service Provider's, its Subcontractors' and suppliers' Personnel. The notification shall provide sufficient detail regarding such incidents or accidents. The Service provider shall provide full details of such incidents or accidents to the Employer within the timeframe agreed with the Employer.

The Service Provider shall require its Subcontractors and suppliers to immediately notify the Service Provider of any incidents or accidents referred to in this Sub- Clause.

3.7 Documents Prepared by the Service Provider to Be the Property of the Employer

All plans, drawings, specifications, designs, reports, and other documents and software submitted by the Service Provider in accordance with Sub-Clause 3.6 shall become and remain the property of the Employer, and the Service Provider shall, not later than upon termination or expiration of this Contract, deliver all such documents and software to the Employer, together with a detailed inventory thereof. The Service Provider may retain a

copy of such documents and software. Restrictions about the future use of these documents, if any, shall be **specified in the SCC**.

3.8 Liquidated Damages

3.8.1 Payments of Liquidated Damages

The Service Provider shall pay liquidated damages to the Employer at the rate per day **stated in the SCC** for each day that the Completion Date is later than the Intended Completion Date. The total amount of liquidated damages shall not exceed the amount **defined in the SCC**. The Employer may deduct liquidated damages from payments due to the Service Provider. Payment of liquidated damages shall not affect the Service Provider's liabilities.

3.8.2 Correction for Over-payment

If the Intended Completion Date is extended after liquidated damages have been paid, the Employer shall correct any overpayment of liquidated damages by the Service Provider by adjusting the next payment certificate. The Service Provider shall be paid interest on the overpayment, calculated from the date of payment to the date of repayment, at the rates specified in Sub-Clause 6.5.

3.8.3 Lack of performance penalty

If the Service Provider has not corrected a Defect within the time specified in the Employer's notice, a penalty for Lack of performance will be paid by the Service Provider. The amount to be paid will be calculated as a percentage of the cost of having the Defect corrected, assessed as described in Sub-Clause 7.2 and **specified in the SCC**.

3.9 Performance Security

If required as **specified in the SCC**, the Service Provider shall provide to the Employer a Performance Security for the performance of the Contract, in the amount **specified in the SCC** and no later than the date specified in the Letter of acceptance.

As **specified in the SCC**, the Performance Security, if required, shall be denominated in the currency(ies) of the Contract, or in a freely convertible currency acceptable to the Employer; and shall be in one of the format stipulated by the Employer in the **SCC**, or in another format acceptable to the Employer.

The performance Security shall be valid until a date 28 days from the Completion Date of the Contract in case of a bank guarantee, and until one year from the Completion Date of the Contract in the case of a Performance Bond.

3.10 Fraud and Corruption

The Bank requires compliance with the Bank’s Anti-Corruption Guidelines and its prevailing sanctions policies and procedures as set forth in the WBG’s Sanctions Framework, as set forth in the Attachment 1 to the GCC.

The Employer requires the Service Provider to disclose any commissions or fees that may have been paid or are to be paid to agents or any other party with respect to the bidding process or execution of the Contract. The information disclosed must include at least the name and address of the agent or other party, the amount and currency, and the purpose of the commission, gratuity or fee.

3.11 Sustainable Procurement

The Service Provider shall conform to the sustainable procurement contractual provisions, if and as specified in the SCC.

3.12 Code of Conduct

The Service Provider shall have a Code of Conduct for the Service Provider’s Personnel employed for the execution of the Services at the locations in the Employer’s country where the Services are provided.

The Service Provider shall take all necessary measures to ensure that each Service Provider’s Personnel is made aware of the Code of Conduct including specific behaviors that are prohibited, and understands the consequences of engaging in such prohibited behaviors.

These measures include providing instructions and documentation that can be understood by the Service Provider’s Personnel and seeking to obtain that person’s signature acknowledging receipt of such instructions and/or documentation, as appropriate.

The Service Provider shall also ensure, as applicable, that the Code of Conduct is visibly displayed in locations in the Employer’s country where the Services are executed as well as in areas outside the locations accessible to the local community and any project affected people. The posted Code of Conduct shall be provided in languages comprehensible to Service Provider’s Personnel, Employer’s Personnel and the local community.

The Service Provider’s Management Strategy and Implementation Plans, as applicable, shall include appropriate processes for the Service Provider to verify compliance with these obligations.

3.13 Training of Service Provider's Personnel

The Service Provider shall provide appropriate training to its relevant personnel on any applicable ES aspects of the Contract, including appropriate sensitization on prohibition of SEA/SH.

As stated in the Employer's Requirements or as instructed by the Employer, the Service Provider shall also allow appropriate opportunities for the relevant Service Provider's Personnel to be trained on applicable ES aspects of the Contract by the Employer's Personnel and/or other personnel assigned by the Employer.

The Service Provider shall provide training on SEA and SH, including its prevention, to any of its personnel who has a role to supervise other Service Provider's Personnel.

3.14 Security of the Site

Unless stated otherwise in the SCC, the Service Provider shall be responsible for the security at the locations in the Employer's country where the services are carried out including providing and maintaining at its own expense all lighting, fencing, and watching when and where necessary for the proper execution and the protection of the locations, or for the safety of the owners and occupiers of adjacent property and for the safety of the public.

If required in the SCC, prior to the Starting Date for the commencement of Services, the Service Provider shall submit for the Employer's No-objection a security management plan that sets the security arrangements for the locations in the Employer's country where the Services are executed.

In making security arrangements, the Service Provider shall be guided by applicable laws and any other requirements that may be stated in the Employer's Requirements.

The Service Provider shall (i) conduct appropriate background checks on any personnel retained to provide security; (ii) train the security personnel adequately (or determine that they are properly trained) in the use of force (and where applicable, firearms), and appropriate conduct towards the Service Provider's personnel, Employer's personnel and affected communities; and (iii) require the security personnel to act within the applicable Laws and any requirements set out in the Employer's Requirements.

The Service Provider shall not permit any use of force by security personnel in providing security except when used for preventive and defensive purposes in proportion to the nature and extent of the threat.

3.15 Protection of the Environment

As applicable, the Service Provider shall take all necessary measures to:

- i. protect the environment (both on and off the locations where the Services are executed) from damages resulting from its operations/and or activities; and
- ii. limit damage and nuisance to people and property resulting from pollution, noise and other results of the Service Provider's operations and/ or activities.

The Service Provider shall ensure that any emissions, surface discharges, effluent and any other pollutants from the its activities shall exceed neither the values that may be indicated in the Employer's Requirements, nor those prescribed by applicable laws.

In the event of damage to the environment, property and/or nuisance to people, on or off the locations where the Services are carried out, as a result of the Service Provider's operations and/or activities, the Service Provider shall agree with the Employer the appropriate actions and time scale to remedy, as practicable, the damaged environment to its former condition. The Service Provider shall implement such remedies at its cost to the satisfaction of the Employer.

3.16 Cyber Security

Pursuant to the SCC, the Service Provider, including its Subcontractors/suppliers shall take all technical and organizational measures necessary to protect the information technology systems and data used in connection with the Contract. Without limiting the foregoing, the Service Provider, including its Subcontractors/ suppliers, shall use all reasonable efforts to establish, maintain, implement and comply with, reasonable information technology, information security, cyber security and data protection controls, policies and procedures, including oversight, access controls, encryption, technological and physical safeguards and business continuity/disaster recovery and security plans that are designed to protect against and prevent breach, destruction, loss, unauthorized distribution, use, access, disablement, misappropriation or modification, or other compromise or misuse of or relating to any information technology system or data used in connection with the Contract.

3.17 Cultural Heritage Findings

All fossils, coins, articles of value or antiquity, structures, groups of structures, and other remains or items of geological, archaeological, paleontological, historical, architectural, religious interest found on the locations in the Employer's country where the Services are carried out shall be placed under the care and custody of the Employer.

As soon as practicable after discovery of any such finding, the Service Provider shall give a notice to the Employer, to give the Employer the opportunity to promptly inspect and/or investigate the finding before it is disturbed and to issue instructions for dealing with it.

4. Service Provider's Personnel

4.1 Description of Personnel

The titles, agreed job descriptions, minimum qualifications, and estimated periods of engagement in the carrying out of the Services of the Service Provider's Key Personnel are described in Appendix C. The Key Personnel and Subcontractors listed by title as well as by name in Appendix C are hereby approved by the Employer.

4.2 Removal and/or Replacement of Personnel

- (a) Except as the Employer may otherwise agree, no changes shall be made in the Key Personnel. If, for any reason beyond the reasonable control of the Service Provider, it becomes necessary to replace any of the Key Personnel, the Service Provider shall provide as a replacement a person of equivalent or better qualifications.
- (b) The Employer may require the Service Provider to remove (or cause to be removed) a Service Provider's Personnel, who:
- (i) persists in any misconduct or lack of care;
 - (ii) carries out duties incompetently or negligently;
 - (iii) fails to comply with any provision of the Contract;
 - (iv) persists in any conduct which is prejudicial to safety, health, or the protection of the environment;
 - (v) based on reasonable evidence, is determined to have engaged in Fraud and Corruption during the execution of the Contract;
 - (vi) has been recruited from the Employer's Personnel;
 - (vii) undertakes behavior which breaches the Code of Conduct (ES), as applicable.

As appropriate, the Service provider shall then promptly appoint (or cause to be appointed) a suitable replacement with equivalent skills and experience.

Notwithstanding any requirement from the Employer to remove or cause to remove any person, the Service provider

shall take immediate action as appropriate in response to any violation of (i) through (vii) above. Such immediate action shall include removing (or causing to be removed) from the locations where the Services are carried out, any Service Provider's Personnel who engages in (i), (ii), (iii), (iv), (v) or (vii) above or has been recruited as stated in (vi) above.

- (c) The Service Provider shall have no claim for additional costs arising out of or incidental to any removal and/or replacement of Personnel.

4.3 Service Provider's Personnel

Engagement of Service Provider's Personnel

The Service Provider shall make arrangements for the engagement of the Service Provider's Personnel.

The Service Provider is encouraged, to the extent practicable and reasonable, to use local labor that has the necessary skills.

Subject to GCC 5.1, the Service Provider shall be responsible for obtaining all necessary permit(s) and/or visa(s) from the appropriate authorities for the entry of all personnel to be employed for the Services into the Employer's country.

The Service Provider shall at its own expense provide the means of repatriation to all of its personnel employed for the execution of the Services to the place where they were recruited or to their domicile. It shall also provide suitable temporary maintenance of all such persons from the cessation of their employment on the Contract to the date programmed for their departure.

Persons in the Service of Employer

The Service Provider shall not recruit, or attempt to recruit, staff and labor from amongst the Employer's Personnel.

Labor Laws

The Service provider shall comply with all the relevant labor laws applicable to the Service Provider's Personnel, including laws relating to their employment, health, safety, welfare, immigration and emigration, and shall allow them all their legal rights.

The Service Provider shall at all times during the progress of the Contract use its best endeavors to prevent any unlawful, riotous or disorderly conduct or behavior by or amongst its employees and the labor of its Subcontractors.

The Service Provider shall, in all dealings with its personnel currently employed on or connected with the Contract, pay due regard to all recognized festivals, official holidays, religious or other customs and all local laws and regulations pertaining to the employment of labor.

Rates of Wages and Conditions of Labor

The Service Provider shall pay rates of wages, and observe conditions of labor, which are not lower than those established for the trade or industry where the Service is carried out. If no established rates or conditions are applicable, the Service Provider shall pay rates of wages and observe conditions which are not lower than the general level of wages and conditions observed locally by employers whose trade or industry is similar to that of the Service Provider.

The Service Provider shall inform the Service Provider's Personnel about their liability to pay personal income taxes in the Employer's country in respect of such of their salaries, wages, allowances and any benefits as are subject to tax under the laws of the country for the time being in force, and the Service provider shall perform such duties in regard to such deductions thereof as may be imposed on him by such laws.

Facilities for Service Provider's Personnel

If **stated in the SCC and subject to GCC Sub-Clause 5.3**, the Service Provider shall provide and maintain all necessary accommodation and welfare facilities for the Service Provider's Personnel employed for the execution of the Contract at the locations in the Employer's country where the Services are provided.

In the event of the death of any of the Service Provider's Personnel or accompanying members of their families, the Service Provider shall be responsible for making the appropriate arrangements for their return or burial, unless otherwise specified in the SCC.

Workers' Organizations

In countries where the relevant labor laws recognize workers' rights to form and to join workers' organizations of their choosing and to bargain collectively without interference, the Service Provider shall comply with such laws. In such circumstances, the role of legally established workers' organizations and legitimate workers' representatives will be respected, and they will be provided with information needed for meaningful negotiation in a timely manner. Where the relevant labor laws substantially restrict workers' organizations, the Service Provider shall enable alternative means for the service provider's Personnel to express their grievances and protect their rights regarding working conditions and terms of employment. The Service Provider shall not seek to influence or control these alternative means. The Service Provider shall not discriminate or retaliate against the Service Provider's Personnel who participate, or seek to participate, in such organizations and collective bargaining or alternative mechanisms. Workers' organizations are expected to fairly represent the workers in the workforce.

Non-Discrimination and Equal Opportunity

The Service Provider shall not make decisions relating to the employment or treatment of Service Provider's Personnel on the basis of personal characteristics unrelated to inherent job requirements. The Service Provider shall base the employment of Service Provider's Personnel on the principle of equal opportunity and fair treatment, and shall not discriminate with respect to any aspects of the employment relationship, including recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, job assignment, promotion, termination of employment or retirement, and disciplinary practices.

Special measures of protection or assistance to remedy past discrimination or selection for a particular job based on the inherent requirements of the job shall not be deemed discrimination. The Service Provider shall provide protection and assistance as necessary to ensure non-discrimination and equal opportunity, including for specific groups such as women, people with disabilities, migrant workers and children (of working age in accordance with this Sub-Clause).

Forced Labor

The Service Provider, including its Subcontractors, shall not employ or engage forced labor. Forced labor consists of any work or service, not voluntarily performed, that is exacted from an individual under threat of force or penalty, and includes any kind of involuntary or compulsory labor, such as indentured labor, bonded labor or similar labor-contracting arrangements.

No persons shall be employed or engaged who have been subject to trafficking. Trafficking in persons is defined as the recruitment, transportation, transfer, harbouring or receipt of persons by means of the threat or use of force or other forms of coercion, abduction, fraud, deception, abuse of power, or of a position of vulnerability, or of the giving or receiving of payments or benefits to achieve the consent of a person having control over another person, for the purposes of exploitation.

Child Labor

The Service Provider, including its Subcontractors, shall not employ or engage a child under the age of 14 unless the national law specifies a higher age (the minimum age).

The Service Provider, including its Subcontractors, shall not employ or engage a child between the minimum age and the age of 18 in a manner that is likely to be hazardous, or to interfere with, the child's

education, or to be harmful to the child's health or physical, mental, spiritual, moral, or social development.

The Service Provider including its Subcontractors, shall only employ or engage children between the minimum age and the age of 18 after an appropriate risk assessment has been conducted by the Service Provider with the Employer's consent. The Service Provider shall be subject to regular monitoring by the Employer that includes monitoring of health, working conditions and hours of work.

Work considered hazardous for children is work that, by its nature or the circumstances in which it is carried out, is likely to jeopardize the health, safety, or morals of children. Such work activities prohibited for children include work:

- (a) with exposure to physical, psychological or sexual abuse;
- (b) underground, underwater, working at heights or in confined spaces;
- (c) with dangerous machinery, equipment or tools, or involving handling or transport of heavy loads;
- (d) in unhealthy environments exposing children to hazardous substances, agents, or processes, or to temperatures, noise or vibration damaging to health; or
- (e) under difficult conditions such as work for long hours, during the night or in confinement on the premises of the employer.

5. Obligations of the Employer

5.1 Assistance and Exemptions

The Employer shall use its best efforts to ensure that the Government shall provide the Service Provider such assistance and exemptions as **specified in the SCC.**

5.2 Change in the Applicable Law

If, after the date of this Contract, there is any change in the Applicable Law with respect to taxes and duties which increases or decreases the cost of the Services rendered by the Service Provider, then the remuneration and reimbursable expenses otherwise payable to the Service Provider under this Contract shall be increased or decreased accordingly by agreement between the Parties, and corresponding adjustments shall be made to the amounts referred to in Sub-Clauses 6.2 (a) or (b), as the case may be.

5.3 Services and Facilities The Employer shall make available to the Service Provider the Services and Facilities listed under Appendix F.

6. Payments to the Service Provider

6.1 Lump-Sum Remuneration The Service Provider's remuneration shall not exceed the Contract Price and shall be a fixed lump-sum including all Subcontractors' costs, and all other costs incurred by the Service Provider in carrying out the Services described in Appendix A. Except as provided in Sub-Clause 5.2, the Contract Price may only be increased above the amounts stated in Sub-Clause 6.2 if the Parties have agreed to additional payments in accordance with Sub-Clauses 2.4 and 6.3.

6.2 Contract Price (a) The price payable in local currency is **set forth in the SCC**.

(b) The price payable in foreign currency is **set forth in the SCC**.

6.3 Payment for Additional Services, and Performance Incentive Compensation 6.3.1 For the purpose of determining the remuneration due for additional Services as may be agreed under Sub-Clause 2.4, a breakdown of the lump-sum price is provided in Appendices D and E.

6.3.2 **If the SCC so specify**, the service provider shall be paid performance incentive compensation as set out in the Performance Incentive Compensation appendix.

6.4 Terms and Conditions of Payment Payments will be made to the Service Provider according to the payment schedule **stated in the SCC**. **Unless otherwise stated in the SCC**, the advance payment (Advance for Mobilization, Materials and Supplies) shall be made against the provision by the Service Provider of a bank guarantee for the same amount, and shall be valid for the period **stated in the SCC**. Any other payment shall be made after the conditions **listed in the SCC** for such payment have been met, and the Service Provider have submitted an invoice to the Employer specifying the amount due.

6.5 Interest on Delayed Payments If the Employer has delayed payments beyond fifteen (15) days after the due date stated in the SCC, interest shall be paid to the Service Provider for each day of delay at the rate stated in the SCC.

6.6 Price Adjustment 6.6.1 Prices shall be adjusted for fluctuations in the cost of inputs only if **provided for in the SCC**. If so provided, the amounts certified in each payment certificate, after deducting for Advance Payment, shall be adjusted by applying the respective price adjustment factor to the payment amounts due in each currency. A separate formula of the type indicated below applies to each Contract currency:

$$P_c = A_c + B_c \frac{L_{mc}}{L_{oc}} + C_c \frac{I_{mc}}{I_{oc}}$$

Where:

P_c is the adjustment factor for the portion of the Contract Price payable in a specific currency “c”.

A_c , B_c and C_c are coefficients specified in the SCC, representing: A_c the nonadjustable portion; B_c the adjustable portion relative to labor costs and C_c the adjustable portion for other inputs, of the Contract Price payable in that specific currency “c”; and

L_{mc} is the index prevailing at the first day of the month of the corresponding invoice date and L_{oc} is the index prevailing 28 days before Bid opening for labor; both in the specific currency “c”.

I_{mc} is the index prevailing at the first day of the month of the corresponding invoice date and I_{oc} is the index prevailing 28 days before Bid opening for other inputs payable; both in the specific currency “c”.

If a price adjustment factor is applied to payments made in a currency other than the currency of the source of the index for a particular indexed input, a correction factor Z_o/Z_n will be applied to the respective component factor of p_n for the formula of the relevant currency. Z_o is the number of units of currency of the country of the index, equivalent to one unit of the currency payment on the date of the base index, and Z_n is the corresponding number of such currency units on the date of the current index.

6.6.2 If the value of the index is changed after it has been used in a calculation, the calculation shall be corrected and an adjustment made in the next payment certificate. The index value shall be deemed to take account of all changes in cost due to fluctuations in costs.

6.7 Dayworks

6.7.1 If applicable, the Daywork rates in the Service Provider’s Bid shall be used for small additional amounts of Services only when the Employer has given written instructions in advance for additional services to be paid in that way.

6.7.2 All work to be paid for as Dayworks shall be recorded by the Service Provider on forms approved by the Employer. Each completed form shall be verified and signed by the Employer representative as indicated in Sub-Clause 1.6 within two days of the Services being performed.

6.7.3 The Service Provider shall be paid for Dayworks subject to obtaining signed Dayworks forms as indicated in Sub-Clause 6.7.2

7. Quality Control

7.1 Identifying Defects

The principle and modalities of Inspection of the Services by the Employer shall be as **indicated in the SCC**. The Employer shall check the Service Provider's performance and notify him of any Defects that are found. Such checking shall not affect the Service Provider's responsibilities. The Employer may instruct the Service Provider to search for a Defect and to uncover and test any service that the Employer considers may have a Defect. Defect Liability Period is as **defined in the SCC**.

7.2 Correction of Defects, and Lack of Performance Penalty

- (a) The Employer shall give notice to the Service Provider of any Defects before the end of the Contract. The Defects liability period shall be extended for as long as Defects remain to be corrected.
- (b) Every time notice a Defect is given, the Service Provider shall correct the notified Defect within the length of time specified by the Employer's notice.
- (c) If the Service Provider has not corrected a Defect within the time specified in the Employer's notice, the Employer will assess the cost of having the Defect corrected, the Service Provider will pay this amount, and a Penalty for Lack of Performance calculated as described in Sub-Clause 3.8.

8. Settlement of Disputes

8.1 Amicable Settlement

The Parties shall use their best efforts to settle amicably all disputes arising out of or in connection with this Contract or its interpretation.

8.2 Dispute Settlement

8.2.1 If any dispute arises between the Employer and the Service Provider in connection with, or arising out of, the Contract or the provision of the Services, whether during carrying out the Services or after their completion, the matter shall be referred to the Adjudicator within 14 days of the notification of disagreement of one party to the other.

8.2.2 The Adjudicator shall give a decision in writing within 28 days of receipt of a notification of a dispute.

8.2.3 The Adjudicator shall be paid by the hour at the rate **specified in the BDS and SCC**, together with reimbursable expenses of the types **specified in the SCC**, and the cost shall be divided equally between the Employer and the Service Provider, whatever decision is reached by the Adjudicator. Either party may refer a decision of the Adjudicator to an Arbitrator within 28 days of the Adjudicator's written decision. If neither party refers the dispute to arbitration within the above 28 days, the Adjudicator's decision will be final and binding.

8.2.4 Unless otherwise agreed by both the Employer and the Service Provider, arbitration shall be conducted as follows:

(a) For contracts with foreign Service Providers:

unless otherwise specified in the SCC; the dispute shall be finally settled under the Rules of Arbitration of the International Chamber of Commerce; by one or three arbitrators appointed in accordance with these Rules. The place of arbitration shall be the neutral location **stated in the SCC**; and the arbitration shall be conducted in the ruling language **stated in the SCC**;

and

(b) For contracts with national Service Providers, arbitration with proceedings conducted in accordance with the laws of the Employer's country.

8.2.5 Should the Adjudicator resign or die, or should the Employer and the Service Provider agree that the Adjudicator is not functioning in accordance with the provisions of the Contract, a new Adjudicator will be jointly appointed by the Employer and the Service Provider. In case of disagreement between the Employer and the Service Provider, within 30 days, the Adjudicator shall be designated by the Appointing Authority **designated in the SCC** at the request of either party, within 14 days of receipt of such request.

ATTACHMENT 1

Fraud and Corruption

(Text in this Attachment shall not be modified)

1. Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex apply with respect to procurement under Bank Investment Project Financing operations.

2. Requirements

2.1 The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub-consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

2.2 To this end, the Bank:

a. Defines, for the purposes of this provision, the terms set forth below as follows:

- i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
- ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
- iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;
- iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
- v. "obstructive practice" is:
 - (a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
 - (b) acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e. below.

- b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;
- c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;
- d. Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;¹ (ii) to be a nominated² sub-contractor, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;
- e. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bank loan, requiring (i) bidders (applicants/proposers), consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents, personnel, permit the Bank to inspect³ all accounts, records and other documents relating to procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the Bank.

¹ For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification, expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

² A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the particular bidding document) is one which has been: (i) included by the bidder in its pre-qualification application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.

³ Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

Section IX - Special Conditions of Contract

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
1.1	The words “in the Government’s country” are amended to read “in Pakistan ”
1.1(a)	The Adjudicator is _____
1.1(e)	The contract name is Implementing Firm for BCC & Service Delivery Program
1.1(h)	The Employer is Punjab Rural Municipal Services Company
1.1(o)	The Member in Charge is _____
1.1(q)	The Service Provider is _____
1.2	The Applicable Law are Contract Act 1872 & Arbitration Act, 1940
1.3	The language is English
1.4	<p>The addresses are:</p> <p><u>Employer:</u></p> <p>CHIEF EXECUTIVE OFFICER PUNJAB RURAL MUNICIPAL SERVICES COMPANY PRMSC, 5th floor KD Plaza MM Alam Road, Lahore, Pakistan. (Off): +92(42)- 99333613 Email: proc.prmsc@punjab.gov.pk</p> <hr/> <p><u>Service Provider:</u></p> <p>Service Provider: _____</p> <p>Attention:</p> <p>Address :</p> <p>Email address :</p> <p>Phone:</p>
1.6	<p>he Authorized Representatives are:</p> <p>For the Employer: <u>Mr. Asadullah</u> Chief Executive Officer Punjab Rural Municipal Services Company</p>

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
	For the Service Provider: _____
2.1	The date on which this Contract shall come into effect is from date of signing the agreement.
2.2.2	The Starting Date for the commencement of Services within fifteen (15) days from the date of signing of contract.
2.3	The Intended Completion Date is 24 months _____
3.2.3	Activities prohibited after termination of this Contract are; as listed at SCC 3.7.
3.4	<p>The risks and coverage by insurance shall be:</p> <ul style="list-style-type: none"> (i) Professional liability insurance, PRMSC being the beneficiary, with a minimum coverage of PKR Million = 1.15 x Contract Amount, (ii) Third Party motor vehicle liability insurance in respect of motor vehicles operated in the Employer's country by the Services Provider or its Experts or Sub-contractors, with a minimum coverage in accordance with the applicable law in Pakistan, (iii) Third Party liability insurance, with a minimum coverage of Pak Rs. 4,000,000; (iv) employer's liability and workers' compensation insurance in respect of the experts and Sub-contractors in accordance with the relevant provisions of the applicable law of the Islamic Republic of Pakistan, as well as, with respect to such Experts, any such life, health, accident, travel or other insurance as may be appropriate: PKR 1,000,000 per occurrence in case of death and PKR 300,000 per occurrence in case of injury, and (v) insurance against loss of or damage to (i) equipment purchased in whole or in part with funds provided under this Contract, (ii) the Service Provider's property used in the performance of the Services, and (iii) any documents prepared by the Service Provider in the performance of the Services.
3.5(d)	<p>The other actions are:</p> <p>The Service Provider shall not disclose any information or share documents/reports/maps/designs/manuals and/or software etc. for purposes unrelated to this Contract, to any third or unrelated party or media, without the prior written approval of the Employer.</p>
3.7	Restrictions on the use of documents prepared by the Service Provider are:

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract								
	The Service Provider shall not use or retain the documents/reports/maps/designs/manuals and/or software etc. for purposes unrelated to this Contract without the prior written approval of the Employer.								
3.8.1	<p>The liquidated damages rate is 0.01% of total Contract Cost per day for late submission of deliverables as mentioned at clause 6.4 of SCC.</p> <p>The maximum amount of liquidated damages for the whole contract is 10% of the total Contract's Cost.</p> <p>Liquidated damages will be applicable with the issuance of a written notification to the Service Provider from the employer each time upon observing non-compliance/performance issues, notwithstanding exceptional cases which shall be decided by the Employer.</p>								
3.9	<p>The Service Provider shall provide a Performance Security of 5% as an unconditional bank guarantee of the total Contract Cost within twenty-eight (28) days after the Notification of Award of Contract from a Scheduled Bank.</p> <p>The Performance Security shall be denominated in Pak. Rupees.</p> <p>The form of acceptable Performance Security shall be a Form included in Section X, Contract Forms, issued by a Scheduled Bank.</p> <p>The Performance Guarantee shall be in the name of Punjab Rural Municipal Services Company.</p>								
5.1	<p>The assistance and exemptions provided to the Service Provider are:</p> <ul style="list-style-type: none"> (i) Access to information, which is not subject to confidentiality, (ii) Facilitation letters "as required". (iii) Reasonable access to the counterpart staff. <p>Any other assistance as mentioned in the Section VII - Activity Schedule.</p>								
6.2(a)	The amount in local currency is Pak Rupees .								
6.4	<p>Payments shall be made according to the following schedule:</p> <table border="1" data-bbox="435 1461 1409 1883"> <thead> <tr> <th data-bbox="435 1461 662 1619">Stage</th> <th data-bbox="670 1461 1019 1619">Milestone/Deliverable</th> <th data-bbox="1027 1461 1198 1619">Timeframe from the award of contract</th> <th data-bbox="1206 1461 1409 1619">% Payment</th> </tr> </thead> <tbody> <tr> <td data-bbox="435 1623 662 1883">Inception Report</td> <td data-bbox="670 1623 1019 1883">Behavior Change Communication Strategy & Capacity Building Plan based on shared BCC materials and any needed improvements. This should include the package of</td> <td data-bbox="1027 1623 1198 1883">1st Month</td> <td data-bbox="1206 1623 1409 1883">05%</td> </tr> </tbody> </table>	Stage	Milestone/Deliverable	Timeframe from the award of contract	% Payment	Inception Report	Behavior Change Communication Strategy & Capacity Building Plan based on shared BCC materials and any needed improvements. This should include the package of	1 st Month	05%
Stage	Milestone/Deliverable	Timeframe from the award of contract	% Payment						
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Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract			
		<p>communication and advocacy tools such as guidelines, brochures, booklets, flyers, banners, flipcharts, videos etc.</p> <p>Resource Mobilization Report for implementation of BCC Strategy, including Training Manual & Material, and delivery of municipal services.</p> <p>Monitoring and Evaluation strategy which focuses on tracking activities and outputs of the BCC program, in addition to identifying bottlenecks</p>		
	<p>Community Mobilization through CO & VO Formation</p> <p>+ Implementation of selected BCC activities in the 200 pilot villages</p>	<p>Formation of COs/VOs in first 500 villages.</p>	<p>4th Month</p>	<p>15%</p>
	<p>1st, 2nd, 3rd, 4th & 5th Exposure 500 Villages</p>	<p>Initiation / disclosure sessions completed; Delivery of BCC Sessions in 500 villages (settlement level coverage ensured)</p>	<p>7th Month</p>	<p>15%</p>
	<p>6th Exposure 500 Villages; VO & CO formation in 300 Villages; 1st exposure in 300 villages + 1st of second</p>	<p>Delivery of 6th exposure of BCC Sessions in 500 villages (settlement level coverage ensured) + VO & CO formation in 300 villages</p>	<p>10th Month</p>	<p>15%</p>

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract			
	round in 500 villages	+ 1 st of Second round in 500 villages for 2 months		
	2 nd 3 rd & 4 th Exposure 300 Villages + second round in 500 villages	Delivery of BCC Sessions in 300 Villages + second round in 500 villages (settlement level coverage ensured)	13 th month	10%
	5 th & 6 th Exposure 300 Villages+ second round in 500 villages + Sessions in 200 pilot villages	Delivery of BCC Sessions in 300 villages + second round in 500 villages (settlement level coverage ensured) + session in leftover settlements of pilot villages	16 th month	10%
	1 st 2 nd & 3 rd of Second round in 300 villages	1 st 2 nd & 3 rd of 2 nd round of BCC Sessions in 300 villages (settlement level coverage ensured)	19 th month	10%
	Final Report	Approval of final report by the client which should include details of effective delivery of all packages as per scope of work. .	24 th month	05%
	Outcome Based Payment as mentioned in Annex-B of the TORs	Outcome based payment (as per details above) As per the attached TOR's	24 th month	15%
6.5	Payment shall be made within ten (10) working days of receipt of the invoice and the relevant documents specified in Sub-Clause 6.4, and within sixty (60) days in the case of the final payment. The interest rate is 1%+ KIBOR .			
6.6.1	N/A			

Number of GC Clause	Amendments of, and Supplements to, Clauses in the General Conditions of Contract
7.1	The principle and modalities of inspection of the Services by the Employer shall be as per the Activity Schedule .
8.2.3	The Adjudicator shall be paid remuneration as approved by the Competent Authority.
8.2.4	Any dispute arising out of this Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration. The arbitration shall be conducted in accordance with and shall be governed by the Arbitration Act, 1940 (or any amendment or re-enactment thereof). The arbitration shall be conducted at Lahore , Pakistan and shall be a condition precedent to any litigation or court proceedings. The language of any arbitration and an award thereof under this Contract shall be English .
8.2.5	The designated Appointing Authority for a new Adjudicator is Chairman, Board of Directors, Punjab Rural Municipal Services Company

Appendices

Appendix A - Description of the Services

Give detailed descriptions of the Services to be provided, dates for completion of various tasks, place of performance for different tasks, specific tasks to be approved by Employer, etc.

Appendix B - Schedule of Payments and Reporting Requirements

List all milestones for payments and list the format, frequency, and contents of reports or products to be delivered; persons to receive them; dates of submission; etc. If no reports are to be submitted, state here “Not applicable.”

Appendix C - Key Personnel and Subcontractors

- List under:*
- C-1 Titles [and names, if already available], detailed job descriptions and minimum qualifications of foreign Personnel to be assigned to work in the Government’s country, and staff-months for each.*
 - C-2 Same as C-1 for Key foreign Personnel to be assigned to work outside the Government’s country.*
 - C-3 List of approved Subcontractors (if already available); same information with respect to their Personnel as in C-1 or C-2.*
 - C-4 Same information as C-1 for Key local Personnel.*

Appendix D—Breakdown of Contract Price in Foreign Currency(ies)

List here the elements of cost used to arrive at the breakdown of the lump-sum price—foreign currency portion:

- 1. Rates for Equipment Usage or Rental or for Personnel (Key Personnel and other Personnel).*
- 2. Reimbursable expenditures.*

This appendix will exclusively be used for determining remuneration for additional Services.

Appendix E - Breakdown of Contract Price in Local Currency

List here the elements of cost used to arrive at the breakdown of the lump-sum price—local currency portion:

- 1. Rates for Equipment Usage or Rental or for Personnel (Key Personnel and other Personnel).*
- 2. Reimbursable expenditures.*

This appendix will exclusively be used for determining remuneration for additional Services.

Appendix F - Services and Facilities Provided by the Employer

Appendix H- CODE OF CONDUCT FOR SERVICE PROVIDER'S PERSONNEL

Appendix I- Sexual Exploitation and Abuse (SEA) and/or Sexual Harassment (SH) Performance Declaration for Subcontractors

[The following table shall be filled in by each subcontractor proposed by the Contractor, that was not named in the Contract]

Subcontractor's Name: *[insert full name]*

Date: *[insert day, month, year]*

Contract reference *[insert contract reference]*

Page *[insert page number]* of *[insert total number]* pages

SEA and/or SH Declaration
<p>We:</p> <p><input type="checkbox"/> (a) have not been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations.</p> <p><input type="checkbox"/> (b) are subject to disqualification by the Bank for non-compliance with SEA/ SH obligations.</p> <p><input type="checkbox"/> (c) had been subject to disqualification by the Bank for non-compliance with SEA/ SH obligations. An arbitral award on the disqualification case has been made in our favor.</p>
<p><i>[If (c) above is applicable, attach evidence of an arbitral award reversing the findings on the issues underlying the disqualification.]</i></p>

Name of the Subcontractor _____

Name of the person duly authorized to sign on behalf of the Subcontractor _____

Title of the person signing on behalf of the Subcontractor _____

Signature of the person named above _____

Date signed _____ day of _____, _____

Countersignature of authorized representative of the Contractor:

Signature: _____

Date signed _____ day of _____, _____

Section X - Contract Forms

Table of Forms

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Notification of Intention to Award

[This Notification of Intention to Award shall be sent to each Bidder that submitted a Bid unless the Bidder has previously received notice of exclusion from the process at an interim stage of the procurement process]

[Send this Notification to the Bidder's Authorized Representative named in the Bidder Information Form]

For the attention of Bidder's Authorized Representative

Name: *[insert Authorized Representative's name]*

Address: *[insert Authorized Representative's Address]*

Telephone/Fax numbers: *[insert Authorized Representative's telephone/fax numbers]*

Email Address: *[insert Authorized Representative's email address]*

[IMPORTANT: insert the date that this Notification is transmitted to Bidders. The Notification must be sent to all Bidders simultaneously. This means on the same date and as close to the same time as possible.]

DATE OF TRANSMISSION: This Notification is sent by: *[email/fax]* on *[date]* (local time)

Notification of Intention to Award

Employer: *[insert the name of the Employer]*

Project: *[insert name of project]*

Contract title: *[insert the name of the contract]*

Country: *[insert country where RFB is issued]*

Loan No. /Credit No. / Grant No.: *[insert reference number for loan/credit/grant]*

RFB No: *[insert RFB reference number from Procurement Plan]*

This Notification of Intention to Award (Notification) notifies you of our decision to award the above contract. The transmission of this Notification begins the Standstill Period. During the Standstill Period you may:

- a) request a debriefing in relation to the evaluation of your Bid, and/or
- b) submit a Procurement-related Complaint in relation to the decision to award the contract.

1. The successful Bidder

Name:	<i>[insert name of successful Bidder]</i>
Address:	<i>[insert address of the successful Bidder]</i>

Contract price:	<i>[insert contract price of the successful Bid]</i>
Total combined score:	<i>[insert the total combined score of the successful Bidder]</i>

2. Other Bidders *[INSTRUCTIONS: insert names of all Bidders that submitted a Bid, Bid prices as read out and evaluated, technical scores and combined scores.]*

Name of Bidder	Technical Score	Bid price	Evaluated Bid cost (if applicable)	Combined Score
<i>[insert name]</i>	<i>[insert Technical score]</i>	<i>[insert Bid price]</i>	<i>[insert evaluated cost]</i>	<i>[insert combined score]</i>
<i>[insert name]</i>	<i>[insert Technical score]</i>	<i>[insert Bid price]</i>	<i>[insert evaluated cost]</i>	<i>[insert combined score]</i>
<i>[insert name]</i>	<i>[insert Technical score]</i>	<i>[insert Bid price]</i>	<i>[insert evaluated cost]</i>	<i>[insert combined score]</i>
<i>[insert name]</i>	<i>[insert Technical score]</i>	<i>[insert Bid price]</i>	<i>[insert evaluated cost]</i>	<i>[insert combined score]</i>
<i>[insert name]</i>	<i>[insert Technical score]</i>	<i>[insert Bid price]</i>	<i>[insert evaluated cost]</i>	<i>[insert combined score]</i>

3. Reason/s why your Bid was unsuccessful *[Delete if the combined score already reveals the reason]*

[INSTRUCTIONS: State the reason/s why this Bidder's Bid was unsuccessful. Do NOT include: (a) a point by point comparison with another Bidder's Bid or (b) information that is marked confidential by the Bidder in its Bid.]

4. How to request a debriefing

DEADLINE: The deadline to request a debriefing expires at midnight on *[insert date]* (local time).

You may request a debriefing in relation to the results of the evaluation of your Bid. If you decide to request a debriefing your written request must be made within three (3) Business Days of receipt of this Notification of Intention to Award.

Provide the contract name, reference number, name of the Bidder, contact details; and address the request for debriefing as follows:

Attention: *[insert full name of person, if applicable]*

Title/position: *[insert title/position]*

Agency: *[insert name of Employer]*

Email address: *[insert email address]*

Fax number: *[insert fax number] delete if not used*

If your request for a debriefing is received within the 3 Business Days deadline, we will provide the debriefing within five (5) Business Days of receipt of your request. If we are unable to provide the debriefing within this period, the Standstill Period shall be extended by five (5) Business Days after the date that the debriefing is provided. If this happens, we will notify you and confirm the date that the extended Standstill Period will end.

The debriefing may be in writing, by phone, video conference call or in person. We shall promptly advise you in writing how the debriefing will take place and confirm the date and time.

If the deadline to request a debriefing has expired, you may still request a debriefing. In this case, we will provide the debriefing as soon as practicable, and normally no later than fifteen (15) Business Days from the date of publication of the Contract Award Notice.

5. How to make a complaint

DEADLINE: The deadline for submitting a Procurement-related Complaint challenging the decision to award the contract expires on midnight, *[insert date]* (local time).

Provide the contract name, reference number, name of the Bidder, contact details; and address the Procurement-related Complaint as follows:

Attention: *[insert full name of person, if applicable]*

Title/position: *[insert title/position]*

Agency: *[insert name of Employer]*

Email address: *[insert email address]*

Fax number: *[insert fax number] delete if not used*

At this point in the procurement process, you may submit a Procurement-related Complaint challenging the decision to award the contract. You do not need to have requested, or received, a debriefing before making this complaint. Your complaint must be submitted within the Standstill Period and received by us before the Standstill Period ends.

Further information:

For more information see the Procurement Regulations for IPF Borrowers (Procurement Regulations)(Annex III). You should read these provisions before preparing and submitting your complaint. In addition, the World Bank’s Guidance “How to make a Procurement-related Complaint” provides a useful explanation of the process, as well as

a sample letter of complaint.

In summary, there are four essential requirements:

1. You must be an ‘interested party’. In this case, that means a Bidder who submitted a Bid in this procurement process, and is the recipient of a Notification of Intention to Award.
2. The complaint can only challenge the decision to award the contract.
3. You must submit the complaint within the period stated above.
4. You must include, in your complaint, all of the information required by the Procurement Regulations (as described in Annex III).

6. Standstill Period

DEADLINE: The Standstill Period is due to end at midnight on [insert date] (local time).

The Standstill Period lasts ten (10) Business Days after the date of transmission of this Notification of Intention to Award.

The Standstill Period may be extended. as stated in Section 4 above. This may happen where we are unable to provide a debriefing within the five (5) Business Day deadline. If this happens, we will notify you of the extension.

If you have any questions regarding this Notification please do not hesitate to contact us.

On behalf of the Employer:

Signature: _____

Name: _____

Title/position: _____

Telephone: _____

Email: _____

Beneficial Ownership Disclosure Form

INSTRUCTIONS TO BIDDERS: DELETE THIS BOX ONCE YOU HAVE COMPLETED THE FORM

This Beneficial Ownership Disclosure Form (“Form”) is to be completed by the successful Bidder¹. In case of joint venture, the Bidder must submit a separate Form for each member. The beneficial ownership information to be submitted in this Form shall be current as of the date of its submission.

For the purposes of this Form, a Beneficial Owner of a Bidder is any natural person who ultimately owns or controls the Bidder by meeting one or more of the following conditions:

- *directly or indirectly holding 25% or more of the shares*
- *directly or indirectly holding 25% or more of the voting rights*
- *directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Bidder*

RFB No.: *[insert number of RFB process]*

Request for Bid No.: *[insert identification]*

To: *[insert complete name of Employer]*

In response to your request in the Letter of Acceptance dated *[insert date of letter of Acceptance]* to furnish additional information on beneficial ownership: *[select one option as applicable and delete the options that are not applicable]*

(i) we hereby provide the following beneficial ownership information.

Details of beneficial ownership

Identity of Beneficial Owner	Directly or indirectly holding 25% or more of the shares (Yes / No)	Directly or indirectly holding 25 % or more of the Voting Rights (Yes / No)	Directly or indirectly having the right to appoint a majority of the board of the directors or an equivalent governing body of the Bidder (Yes / No)
<i>[include full name (last, middle, first), nationality, country of residence]</i>			

OR

(ii) *We declare that there is no Beneficial Owner meeting one or more of the following conditions:*

- directly or indirectly holding 25% or more of the shares
- directly or indirectly holding 25% or more of the voting rights
- directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Bidder

OR

(iii) *We declare that we are unable to identify any Beneficial Owner meeting one or more of the following conditions. [If this option is selected, the Bidder shall provide explanation on why it is unable to identify any Beneficial Owner]*

- directly or indirectly holding 25% or more of the shares
- directly or indirectly holding 25% or more of the voting rights
- directly or indirectly having the right to appoint a majority of the board of directors or equivalent governing body of the Bidder”

Name of the Bidder: *[insert complete name of the Bidder]

Name of the person duly authorized to sign the Bid on behalf of the Bidder: **[insert complete name of person duly authorized to sign the Bid]

Title of the person signing the Bid: [insert complete title of the person signing the Bid]

Signature of the person named above: [insert signature of person whose name and capacity are shown above]

Date signed [insert date of signing] **day of** [insert month], [insert year]

* In the case of the Bid submitted by a Joint Venture specify the name of the Joint Venture as Bidder. In the event that the Bidder is a joint venture, each reference to “Bidder” in the Beneficial Ownership Disclosure Form (including this Introduction thereto) shall be read to refer to the joint venture member.

** Person signing the Bid shall have the power of attorney given by the Bidder. The power of attorney shall be attached with the Bid Schedules.

Letter of Acceptance

[letterhead paper of the Employer]

[date]

To: *[name and address of the Service Provider]*

This is to notify you that your Bid dated *[date]* for execution of the *[name of the Contract and identification number, as given in the Special Conditions of Contract]* for the Contract Price of the equivalent of *[amount in numbers and words] [name of currency]*, as corrected and modified in accordance with the Instructions to Bidders is hereby accepted by our Agency.

You are requested to furnish (i) the Performance Security within 28 days in accordance with the Conditions of Contract, using for that purpose one of the Performance Security Forms and (ii) the additional information on beneficial ownership in accordance with ITB 45.1, within eight (8) Business days using the Beneficial Ownership Disclosure Form, included in Section X, - Contract Forms, of the bidding document.

Note: Insert one of the 3 options for the second paragraph. The first option should be used if the Bidder has not objected the name proposed for Adjudicator. The second option if the Bidder has objected the proposed Adjudicator and proposed a name for a substitute, who was accepted by the Employer. And the third option if the Bidder has objected the proposed Adjudicator and proposed a name for a substitute, who was not accepted by the Employer.

We confirm that *[insert name proposed by Employer in the Bid Data Sheet]*,

or

We accept that *[name proposed by Bidder]* be appointed as the Adjudicator

or

We do not accept that *[name proposed by Bidder]* be appointed as Adjudicator, and by sending a copy of this letter of acceptance to *[insert the name of the Appointing Authority]*, we are hereby requesting *[name]*, the Appointing Authority, to appoint the Adjudicator in accordance with ITB 47.1

Authorized Signature: _____

Name and Title of Signatory: _____

Name of Agency: _____

Attachment: Contract

Contract Agreement

This AGREEMENT is made the *[day]* day of the month of *[month]*, *[year]*, between, on the one hand, *[name of Employer]* (hereinafter called the “Employer”) and, on the other hand, *[name of Service Provider]* (hereinafter called the “Service Provider”).

[Note: In the text below text in brackets is optional; all notes should be deleted in final text. If the Service Provider consist of more than one entity, the above should be partially amended to read as follows: “...(hereinafter called the “Employer”) and, on the other hand, a joint venture consisting of the following entities, each of which will be jointly and severally liable to the Employer for all the Service Provider’s obligations under this Contract, namely, [name of Service Provider] and [name of Service Provider] (hereinafter called the “Service Provider”).]

WHEREAS

- (a) the Employer has requested the Service Provider to provide certain Services as defined in the General Conditions of Contract attached to this Contract (hereinafter called the “Services”);
- (b) the Service Provider, having represented to the Employer that they have the required professional skills, and personnel and technical resources, have agreed to provide the Services on the terms and conditions set forth in this Contract at a contract price of.....;
- (c) the Employer has received *[or has applied for]* a loan from the International Bank for Reconstruction and Development (hereinafter called the “Bank”) *[or a credit from the International Development Association (hereinafter called the “Association”)]* towards the cost of the Services and intends to apply a portion of the proceeds of this loan *[or credit]* to eligible payments under this Contract, it being understood (i) that payments by the Bank *[or Association]* will be made only at the request of the Employer and upon approval by the Bank *[or Association]*, (ii) that such payments will be subject, in all respects, to the terms and conditions of the agreement providing for the loan *[or credit]*, and (iii) that no party other than the Employer shall derive any rights from the agreement providing for the loan *[or credit]* or have any claim to the loan *[or credit]* proceeds;

NOW THEREFORE the parties hereto hereby agree as follows:

1. The following documents shall be deemed to form and be read and construed as part of this Agreement, and the priority of the documents shall be as follows:

- (a) the Letter of Acceptance;
- (b) the Letter of Bid;
- (c) the Special Conditions of Contract;
- (d) the General Conditions of Contract;
- (e) the Specifications;

- (f) the Priced Activity Schedule; and
- (g) The following Appendices: [*Note: If any of these Appendices are not used, the words “Not Used” should be inserted below next to the title of the Appendix and on the sheet attached hereto carrying the title of that Appendix.*]

Appendix A: Description of the Services

Appendix B: Schedule of Payments

Appendix C: Key Personnel and Subcontractors

Appendix D: Breakdown of Contract Price in Foreign Currency

Appendix E: Breakdown of Contract Price in Local Currency

Appendix F: Services and Facilities Provided by the Employer

Appendix G: Performance Incentive Compensation

Appendix H: Code of Conduct for Service Provider’s Personnel

2. The mutual rights and obligations of the Employer and the Service Provider shall be as set forth in the Contract, in particular:
 - (a) the Service Provider shall carry out the Services in accordance with the provisions of the Contract; and
 - (b) the Employer shall make payments to the Service Provider in accordance with the provisions of the Contract.

IN WITNESS whereof the parties hereto have caused this Agreement to be executed in accordance with the laws of _____ on the day, month and year indicated above.

For and on behalf of the Employer:

Signed: *[insert signature]*

in the capacity of *[insert title or other appropriate designation]*

in the presence of *[insert identification of official witness]*

For and on behalf of the Service Provider:

Signed: *[insert signature of authorized representative(s) of the Service Provider]*

in the capacity of *[insert title or other appropriate designation]*

in the presence of *[insert identification of official witness]*

Performance Security

Option 1: (Bank Guarantee)

[The bank, as requested by the successful Bidder, shall fill in this form in accordance with the instructions indicated]

[Guarantor letterhead or SWIFT identifier code]

Beneficiary: *[insert name and Address of Employer]*

Date: *_ [Insert date of issue]*

PERFORMANCE GUARANTEE No.: *[Insert guarantee reference number]*

Guarantor: *[Insert name and address of place of issue, unless indicated in the letterhead]*

We have been informed that *_ [insert name of Service Provider which in the case of a joint venture shall be the name of the joint venture]* (hereinafter called "the Applicant") has entered into Contract No. *[insert reference number of the contract]* dated *[insert date]* with the Beneficiary, for the Non-Consulting Services of *_ [insert name of contract and brief description of the Non-Consulting Services]* (hereinafter called "the Contract").

Furthermore, we understand that, according to the conditions of the Contract, a performance guarantee is required.

At the request of the Applicant, we as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of *[insert amount in figures]* () *[insert amount in words]*,¹ such sum being payable in the types and proportions of currencies in which the Contract Price is payable, upon receipt by us of the Beneficiary's complying demand supported by the Beneficiary's statement, whether in the demand itself or in a separate signed document accompanying or identifying the demand, stating that the Applicant is in breach of its obligation(s) under the Contract, without the Beneficiary needing to prove or to show grounds for your demand or the sum specified therein.

¹ *The Guarantor shall insert an amount representing the percentage of the Accepted Contract Amount specified in the Letter of Acceptance, and denominated either in the currency (ies) of the Contract or a freely convertible currency acceptable to the Beneficiary.*

This guarantee shall expire, no later than the Day of, 2...², and any demand for payment under it must be received by us at this office indicated above on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 Revision, ICC Publication No. 758, except that the supporting statement under Article 15(a) is hereby excluded.

[signature(s)]

Note: All italicized text (including footnotes) is for use in preparing this form and shall be deleted from the final product.

² *Insert the date twenty-eight days after the expected completion date as described in GCC. The Service Provider should note that in the event of an extension of this date for completion of the Contract, the Service Provider would need to request an extension of this guarantee from the Guarantor. Such request must be in writing and must be made prior to the expiration date established in the guarantee. In preparing this guarantee, the Service Provider might consider adding the following text to the form, at the end of the penultimate paragraph: “The Guarantor agrees to a one-time extension of this guarantee for a period not to exceed [six months] [one year], in response to the Beneficiary’s written request for such extension, such request to be presented to the Guarantor before the expiry of the guarantee.”*

Option 2: Performance Bond

By this Bond [*insert name of Principal*] as Principal (hereinafter called “the Service Provider”) and [*insert name of Surety*] as Surety (hereinafter called “the Surety”), are held and firmly bound unto [*insert name of Employer*] as Obligee (hereinafter called “the Service Provider”) in the amount of [*insert amount in words and figures*], for the payment of which sum well and truly to be made in the types and proportions of currencies in which the Contract Price is payable, the Service Provider and the Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, firmly by these presents.

WHEREAS the Service Provider has entered into a written Agreement with the Employer dated the _____ day of _____, 20 ____, for [*name of contract and brief description of Non-Consulting Services*] in accordance with the documents, plans, specifications, and amendments thereto, which to the extent herein provided for, are by reference made part hereof and are hereinafter referred to as the Contract.

NOW, THEREFORE, the Condition of this Obligation is such that, if the Service Provider shall promptly and faithfully perform the said Contract (including any amendments thereto), then this obligation shall be null and void; otherwise, it shall remain in full force and effect. Whenever the Service Provider shall be, and declared by the Employer to be, in default under the Contract, the Employer having performed the Employer’s obligations thereunder, the Surety may promptly remedy the default, or shall promptly:

- (1) complete the Contract in accordance with its terms and conditions; or
- (2) obtain a Bid or Bids from qualified Bidders for submission to the Employer for completing the Contract in accordance with its terms and conditions, and upon determination by the Employer and the Surety of the lowest responsive Bidder, arrange for a Contract between such Bidder and Employer and make available as work progresses (even though there should be a default or a succession of defaults under the Contract or Contracts of completion arranged under this paragraph) sufficient funds to pay the cost of completion less the Balance of the Contract Price; but not exceeding, including other costs and damages for which the Surety may be liable hereunder, the amount set forth in the first paragraph hereof. The term “Balance of the Contract Price,” as used in this paragraph, shall mean the total amount payable by Employer to the Service Provider under the Contract, less the amount properly paid by Employer to the Service Provider; or
- (3) pay the Employer the amount required by Employer to complete the Contract in accordance with its terms and conditions up to a total not exceeding the amount of this Bond.

The Surety shall not be liable for a greater sum than the specified penalty of this Bond.

Any suit under this Bond must be instituted before the expiration of one year from the date of the issuing of the Taking-Over Certificate.

No right of action shall accrue on this Bond to or for the use of any person or corporation other than the Employer named herein or the heirs, executors, administrators, successors, and assigns of the Employer.

In testimony whereof, the Service Provider has hereunto set his hand and affixed his seal, and the Surety has caused these presents to be sealed with his corporate seal duly attested by the signature of his legal representative, this _____ day of _____ 20 ____.

SIGNED ON _____ on behalf of _____

By _____ in the capacity of _____

In the presence of _____

SIGNED ON _____ on behalf of _____

By _____ in the capacity of _____

In the presence of _____

Advance Payment Security

[Guarantor letterhead or SWIFT identifier code]

Beneficiary: *[Insert name and Address of Employer]*

Date: *[Insert date of issue]*

ADVANCE PAYMENT GUARANTEE No.: *[Insert guarantee reference number]*

Guarantor: *[Insert name and address of place of issue, unless indicated in the letterhead]*

We have been informed that *[insert name of Service Provider, which in the case of a joint venture shall be the name of the joint venture]* (hereinafter called “the Applicant”) has entered into Contract No. *[insert reference number of the contract]* dated *[insert date]* with the Beneficiary, for the execution of *[insert name of contract and brief description of Non-Consulting Services]* (hereinafter called “the Contract”).

Furthermore, we understand that, according to the conditions of the Contract, an advance payment in the sum *[insert amount in figures]* () *[insert amount in words]* is to be made against an advance payment guarantee.

At the request of the Applicant, we as Guarantor, hereby irrevocably undertake to pay the Beneficiary any sum or sums not exceeding in total an amount of *[insert amount in figures]* (_____) *[insert amount in words]*¹ upon receipt by us of the Beneficiary’s complying demand supported by the Beneficiary’s statement, whether in the demand itself or in a separate signed document accompanying or identifying the demand, stating either that the Applicant:

- (a) has used the advance payment for purposes other than toward delivery of Services; or
- (b) has failed to repay the advance payment in accordance with the Contract conditions, specifying the amount which the Applicant has failed to repay.

A demand under this guarantee may be presented as from the presentation to the Guarantor of a certificate from the Beneficiary’s bank stating that the advance payment referred to above has been

¹ *The Guarantor shall insert an amount representing the amount of the advance payment and denominated either in the currency(ies) of the advance payment as specified in the Contract, or in a freely convertible currency acceptable to the Employer.*

credited to the Applicant on its account number *[insert number]* at *[insert name and address of Applicant's bank]*.

The maximum amount of this guarantee shall be progressively reduced by the amount of the advance payment repaid by the Applicant as specified in copies of interim statements or payment certificates which shall be presented to us. This guarantee shall expire, at the latest, upon our receipt of a copy of the interim payment certificate indicating that ninety (90) percent of the Accepted Contract Amount, has been certified for payment, or on the *[insert day]* day of *[insert month]*, 2 *[insert year]*, whichever is earlier. Consequently, any demand for payment under this guarantee must be received by us at this office on or before that date.

This guarantee is subject to the Uniform Rules for Demand Guarantees (URDG) 2010 Revision, ICC Publication No.758, except that the supporting statement under Article 15(a) is hereby excluded.

[signature(s)]

Note: All italicized text (including footnotes) is for use in preparing this form and shall be deleted from the final product.